

JUNE 7, 1957

**Machinery Men,
Meet Emily Post**
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Sales Management

THE MAGAZINE OF MARKETING

**"Farm Nights"
Are Fun Nights**
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I NEVER THOUGHT I'D BE SELLING BRASSIERES!

Page 29



A BILL BROTHERS PUBLICATION

FIFTY CENTS



How Hamm's Wins Instant Recognition ... in new markets

"Outdoor advertising parallels Hamm's distribution and wins instant recognition for Hamm's with the 'sky blue waters' theme and the large appetizing glass of beer", says Richard L. Forrest, V.P. of Campbell-Mithun, agency for Theo. Hamm Brewing Co.

"Taste appeal sells beer, and we believe Hamm's outdoor pictorial presentation has been one of the contrib-

uting factors in Hamm's climb to fifth place in national beer sales. We strongly believe in outdoor for Hamm's and place a great deal of faith in its effectiveness."

For additional success stories (Kraft Foods, Life Savers, General Tire and many others) write the General Outdoor Advertising Company office in your city. Or, write us in Chicago.



General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois

Going up!

BIGGEST 2nd QUARTER IN McCALL'S HISTORY

In both advertising lineage and advertising revenue, the second quarter of 1957 was the *biggest second quarter in McCall's 87-year history*.

This record-breaking period gave McCall's a total of 1,211 columns—a gain of 17% over the second quarter of 1956.

During the second quarter of 1957, advertisers invested a total of over \$6,000,000 in McCall's—a gain of more than \$1,300,000 in advertising revenue over the previous record second quarter (1956).

And that's only *part* of the story of the big, continuing gains at McCall's!

Advertising revenue for the first six months of 1957 reached a total of more than \$11,000,000—a gain of 27% over the same period in 1956—making this the biggest six-month period in all of McCall's history.

And for the last half of '57—all signs at McCall's point UP!

McCall's

the magazine of Togetherness

Source: 1957 Figures, Publisher's Estimate; Previous Years, P. I. B.

JUNE 7, 1957





JOHN BURGOYNE

Friend of ours went on a ski weekend a while back. He'd never been on skis before, but that was immaterial, 'cause he was a spunky sort of a boy about it all. Anyway, he was lurching down the slope when he heard the call: "TRACK LEFT!" He thought that meant to go to the left. He did and WHAM! A minute later he heard a faint call from down the hill where the other feller was digging himself out of the snow. "Bring my hat!" was the request. He picked up the man's hat and started down the hill again. But he couldn't any more stop than fly and he ran right over the guy and ground him right down into the snow again.



He dropped the hat and kept right on going 'til he got to his car and got out of there like a hound with a hornet on his back. Next winter he's going to Florida for the water skiing.

A toothpaste manufacturer we know began hearing reports and reading about the new product a competitor had just put on the market. A new ingredient had been added to this paste and a big ad campaign was going on, plugging it. Well, our friend began to get the fidgets, so he called Burgoyne and asked him to find out how the new molar cleaner was doing. Burgoyne sprang into action in Canton, Harrisburg and Omaha and—in less time than it takes to squeeze a tube of dental detergent—had all the dope his client wanted enabling him to make plans for counter-moves.

In case a storm knocks out your telephone, get your mirror flashing code when the sun comes out. John Burgoyne'll be there. He's got eyes like an eagle.



FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

Sales Management

THE MAGAZINE OF MARKETING

June 7, 1957

Vol. 78, No. 11

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

HIGHLIGHTS

I NEVER THOUGHT I'D BE SELLING BRASSIERES!

You may think this marketing executive is crazy—but you will be talking against the company that the trade says is No. 1 in world-wide sales, and No. 2 in domestic sales. To sell brassieres and girdles, would you recruit an executive and sales staff from chemicals, drugs, appliances, auto parts—almost anything but soft goods? B. Robert Brown, vice-president in charge of marketing, Exquisite Form Brassiere, did—and he tells why.

29

2% MORE INCENTIVE FOR "REPS"

Under circumstances in which many a manufacturer—but not ORRadio—might be tempted to save dollars by cutting commissions and prices, ORRadio elected to see what would happen if commissions were increased. Payoff: Sales up 62%.

100

"IT ISN'T THE INCOMPETENT . . ."

"It is those who have achieved something and want to rest upon their achievements who are forever clogging things up," declares Charles E. Sorensen, production genius under the elder Henry Ford. Would you agree with this description of the qualities of leadership?

69

FARM NIGHTS ARE FUN NIGHTS

There's nothing sophisticated about Sinclair Refining's Farm Shows—now in their 20th year. The farmer's city-slicker cousins would probably label the farm night fodder for the corn crib. But it is good, clean entertainment and it brings out potential Sinclair customers in droves.

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"MACHINERY MEN, MEET EMILY POST"

Well, Crown Cork & Seal didn't say it just that way, but they did include a course in social behavior in their latest training curriculum.

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WHO GETS THE COLLEGE GRADS?

If you have lost out in the terrific competition to hire '57 college graduates you know that an attractive starting salary isn't enough to lure qualified men. SALES MANAGEMENT's on-the-spot reporter holds up the mirror to you—and your college recruiters. You may not like the reflection.

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Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y. SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa., WAlnut 3-1788; Philip Harrison, General Manager; Robert Letwin, Editor.

SALES MANAGEMENT

SEE-THROUGH PACKAGING

Shown in this report are 11 examples of a wide variety of products whose manufacturers find both cost-savings and merchandise advantages in transparent wraps.

INSTITUTIONAL PURCHASER LOOKS AT SALESMEN

Worthington Corporation's purchasing chief asks: "Is the supplier a good company? Can the salesmen meet our requirements? Can the supplier render service after he receives the order? Is the price right?"

CRANBERRIES ROUT THE HOLIDAY JINX

"A cranberry article in *June*? Ridiculous!" But your wife wouldn't think it ridiculous, nor you, if you read women's magazines. If you have a product that is boxed in by a seasonal habit you will get inspiration from Ocean Spray's current promotion.

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2% More Incentive for "Reps" Cleans a Jammed Warehouse

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NEVADA CONFIDENTIAL

Nevada has "everything-plus" to make it one of America's most profitable markets for advertising investment. The "everything" includes the nation's most dynamic, fastest growing population; America's highest per-capita spendable income; and the country's top per-capita retail sales including food, drug, automotive and other consumer goods sales.

The "plus" is comprehensive store-level merchandising of product advertising. Special trade calls and mailings, newspaper publicity, television demonstrations, in-store displays, and many other special services are available to advertisers in these Nevada advertising media.

For a complete list of available merchandising services, see your nearest Western Dailies or John E. Pearson Co. office, or write one of these basic Nevada advertising buys . . .

LAS VEGAS

REVIEW JOURNAL • KORK-AM
KLRJ-TV from HENDERSON

RENO

KOLO-TV • KOLO-AM

ELY

TIMES

* Population is up 72%

RIVERSIDE COUNTY, CALIFORNIA
your most profitable
market per dollar
invested in the West.
1946-1956



10,000,000 lines
of retail
advertising '56

see the man from

**RIVERSIDE
PRESS and
ENTERPRISE**

Represented nationally by Doyle and Hawley, Los Angeles,
San Francisco, New York, Chicago, Boston, Minneapolis.

SALES INCREASES IN MILLIONS

Note: To Harry & Bob. You got bigger increases we know. But how are you going to divide the honors between yourselves, one other guy, t.v., radio, posters, fans and a couple of copies of magazines, etc. Nobody has that problem in Norristown Market since the Times Herald still does it all alone.

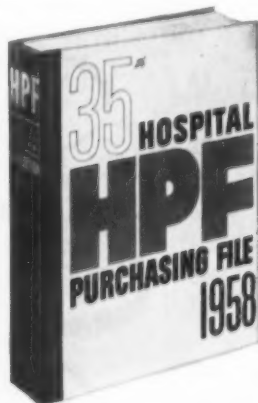
Norristown, Pa. 1957 Sales and Net Income increases are bigger than most business total gross income. The following is based on Sales Management Survey of Buying Power 1957 over 1956 edition. For Example . . .

1. Food Sales \$ 4,735,000 increase to a new \$ 56,196,000
2. Drug Sales \$ 659,000 increase to a new \$ 4,793,000
3. Retail Sales \$15,289,000 increase to a new \$211,210,000
4. Net Income \$10,377,000 increase to a new \$305,172,000
5. Population 119,100 consumers, city and retail zone, is a major market status for Montgomery County's No. 1 newspaper The Times Herald.



National Representatives—The Julius Mathews Special Agency

hospitals
come here
to buy



your catalog
filed here
helps them
buy from you

Since 1919 hospitals have relied on HOSPITAL PURCHASING FILE for buying information on the several thousand items used in everyday operation and maintenance for which they now spend \$2.2 billion annually. Administrators, architects, consultants and purchasing officers use it also for basic data on the general and special equipment needed for hospital construction—a 1957 market of \$775 million. Your catalog filed in HOSPITAL PURCHASING FILE will help them buy from you. The 1958 (35th) Edition is now in preparation—catalog space reservations close July 1. Write now for market details and full information on why and how to file your catalog in HOSPITAL PURCHASING FILE.



HOSPITAL PURCHASING FILE

PURCHASING FILES, INC.
919 N. MICHIGAN AVENUE, CHICAGO 11, ILLINOIS

Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

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ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

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Meetings, Tide, Premium

Practice, INDUSTRIAL: Rub-

ber World, Plastics Technol-

ogy, MERCHANDISING: Fast

Food, Floor Covering Profits,

Grocer-Graphic, Tires, and Yankee Grocer.

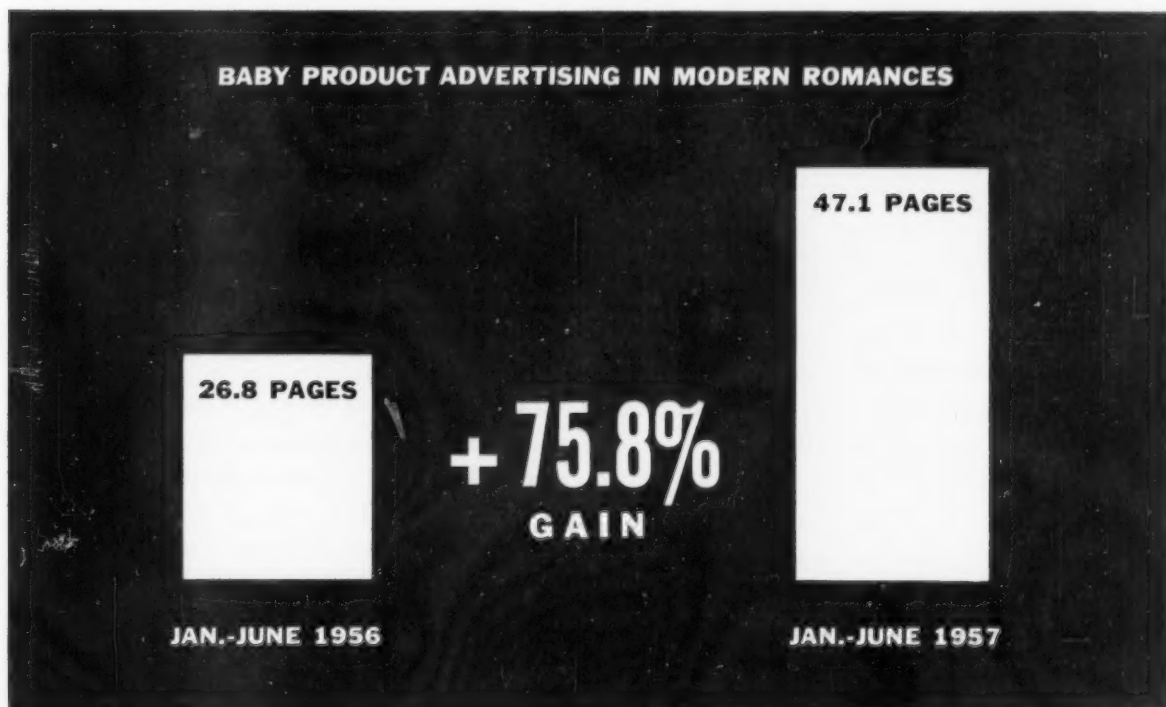
Copyright, Sales Management, Inc., 1957

SALES MANAGEMENT

BIG BABY BOOM

Nothing succeeds like success. That's why manufacturers of baby products who have been successfully selling their merchandise in Modern Romances are making 1957 one of the most successful years in the magazine's history, as the chart shows.

Modern Romances is the ideal medium for selling baby products, food, and all kinds of home products, because it's read largely by young mothers whose main interest is running their new households and raising their growing young families. With the highest proportion of women 18 to 25 of all magazines, and with better than 8 out of every 10 readers married, Modern Romances gives advertisers the heart of the young mother market. You can sell *your* home, food and baby products to this better-buying young-married audience.



MODERN ROMANCES

Sells America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC., 261 FIFTH AVENUE, NEW YORK 16, N. Y.

How many coupons did this ad pull?



This Charles Pfizer & Co. advertisement appeared as a striking double-page, four-color spread in *The New York Times Magazine* on Sunday, September 2, 1956.

Its fact-filled copy tells the story of fermentation chemistry and antibiotics. It describes Pfizer's work in the field as the world's leading producer of antibiotics. Times readers were invited—in the copy and a keyed coupon—to write for a booklet, "Our Smallest Servants."

Result? Despite the Labor Day weekend publication date, more than 5,000 New York Times readers wrote for the booklet within a week. By the end of two weeks, the count was over 10,000; at the end of September, some 15,000.

This interested, almost instantaneous response has special meaning for you. It shows, graphically, the attention readers bring to advertising in *The New York Times*. Because they are curious, seeking facts and information, your advertising is seen and read when they are observant, ready-to-act.

This is the advantage, the opportunity *The New York Times* offers to you . . . to make your advertising more effective, more profitable. See for yourself. Try it.

The New York Times

For 38 years first in advertising in the world's first market

The Unknown Press

The editors of the business publications that serve your industry or profession are so close to their fields that they are privy to the hopes and aspirations of the people in them. Thousands of companies buy advertising space in business publications to market their products and services, and millions of business and professional people are avid readers of their business publications.

The general public, however, is almost as unfamiliar with the role of the business press as it was, for example, during World War II with the work of scientists in development of secret radar and atomic devices. So the business press can take pride in a tribute paid to it in the just-released book, "The Secret War," which describes the development of many secret military devices in England in World War II. Gerald Pawle, the author, says:

"Next to imagination I would say that the most useful officers were those who had a knowledge of some industry . . . knowledge of one sector of industry and personal acquaintance with the people in it were invaluable . . . technical journalists . . . were good members of the department. Their work in peacetime brought them into contact with civilian firms, they were accustomed to taking a bird's-eye view of an industry and they could express themselves clearly and concisely."

Many American business paper editors have served their government well in war and peace for the same reasons—they have an intimate knowledge of industry and personal acquaintance with people in it.

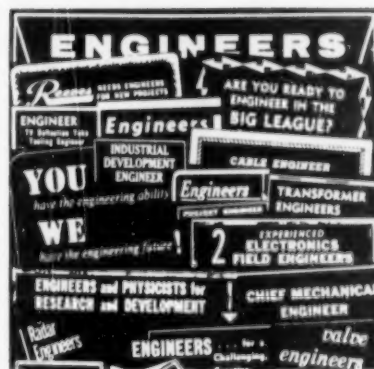
Stockholders Won't Complain

The 21 presidents and board chairmen made their decisions, and in a matter of minutes discovered the results that might ordinarily take months to show up under normal business conditions. It all took place in a game staged recently by the American Management Association to train top executives to make quick and correct decisions.

The executives were cast in the role of heads of five fictitious companies in AMA's "decision gaming." They were supplied with certain facts and asked to make decisions based on their respective estimates of the business situation. The moves they made were fed into an IBM electronic computer. The men received, almost immediately, an analysis of the impact of their decisions on the companies. They learned:

1. Balance is important: Each business decision must be made in relation to all other factors if the company is to grow profitably. An attempt to get a bigger share of market without thoughtful investment in increased plant capacity or more efficient production, for example, will cut inventories to dangerous levels. Every decision must be made with an eye on how all factors of production, marketing and finance will balance as a result. To ignore even one facet of business operation for a short time is to court disaster, the game indicated.

2. Price cutting deceives: An expanding market, such as exists today for most lines as a result of increased population, makes the market comparatively insensitive to price changes. Executives discovered in their gaming that price cuts did not garner the bigger



ENGINEERS?

You want 'em? We got 'em..

26,216 of 'em to be exact.

Engineers are changing your markets . . . new and old!

Your NEW markets are shaped by engineers.

Thousands of new products require more thousands of engineers . . . witness the ENGINEERS WANTED ads above, just a few from one issue of a single newspaper.

Engineers need Industrial Equipment News increasingly to keep pace with what's new and better in industrial products.

This increased use of IEN by engineers is reflected in a gain of 514% since we originated product news and information publishing . . . 4,267 in '33 . . . 26,216 engineers who now request IEN.

IEN controlled circulation, in 24 years has gone from 30,370 to 67,402 . . . total present distribution 75,500.

But it's not HOW many but WHO many that counts.

Product selectors in all 452 industries ask for, read and use IEN every month.

Do you? Details? Send for Complete Media Data file and booklet:

"Your Markets are Changing."

Industrial Equipment News

FOUNDED 1923

Thomas Publishing Company

PRODUCT INFORMATION HEADQUARTERS

NPP

461 Eighth Avenue, New York 1, N. Y.

BPA

... Affiliated with Thomas Register



*Diamond Jewelry by
J. B. Hudson Co.
Minneapolis*

Now only the **4**
largest U.S. cities* have
newspapers with more
circulation than the
Minneapolis Sunday Tribune

625,000

In Minnesota, North and South Dakota, western Wisconsin



**New York • Chicago • Los Angeles • Philadelphia*

Minneapolis Star and Tribune
EVENING MORNING and SUNDAY
625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

share of market that they anticipated. Of all mistakes they made in the early periods of the game, price cutting to capture a larger market was the biggest error. They soon learned that other factors are more relevant to market share in an expanding economy.

3. Marketing investment pays off: "You can't go wrong by spending money on marketing," says Don G. Mitchell, chairman of the board and president, Sylvania Electric Products, Inc., after analyzing results of his decision gaming as one of 21 participating executives. As did most of the "players," Mitchell discovered how responsive the market is to increased marketing effort as opposed to simple price cutting. When he and his three partners in the fictitious company discovered the value of greater investment in marketing, "we socked it for all it was worth," says Mitchell, and showed good results.

4. Market research is vital: Walter G. Koch, chairman of the board, International Steel Co., was on a five-man team that discovered "importance of having facts in making decisions." His play company, just as the others, learned how vital market research is as a tool in decision making. This is one of the big "truths" that the electronic computer threw back at the participating executives as they played for bigger assets, lower production costs and bigger share of an imaginary market.

5. Product research is basic: Research and development expenditures pay off handsomely in lower production costs and improved and more salable products, balance sheets indicated during AMA's business game. The sooner the five "companies" discovered the importance of investment in research and development, the more effective their other decisions became.

Gaming executives represented experience from a wide range of companies, but "It is amazing how much alike management problems are," says Alfred E. Perlman, president, New York Central System. What did he discover from playing the game? "We've got to have facts [market research]; to have facts you've got to pay for them. I'm going home having learned more today than in any one month this year."

Who Will Make the Big Sale?

It may surprise you to learn that the newest member of the billion-dollars-a-year sales club is a company whose sales have doubled in the past two years and the sales of whose predecessor company were only \$14 million in 1946. The company: General Dynamics Corp., that now ranks 28th among the 30 companies with annual sales of \$1 billion a year or more.

The shocker: There is not an executive in General Dynamics with the title or background or disposition to classify himself as a salesman or sales executive! This remarkable mid-20th-century Krupp is now building atomic submarines on a production basis, and operates on the theory that it can make anything in the way of a military weapon—if it gets the order. The new president and chief executive officer of General Dynamics, Frank Pace, Jr., age 44, is a lawyer and politician, and he is back-stopped by executives with comparable non-selling backgrounds. But they all have one major thing in common: They know how to bring in the business in a great big way. You can read the details about this amazing company on page 12 of this issue. General Dynamics currently is selling about 85% of its output to the military services. But the goal of the new president is a 50-50 military-civilian business.

Will the lawyers, ex-politicians, scientists, financial men, and engineers who have built General Dynamics to its present eminence need the services of an executive who is a marketing man by preference, instinct? There is a big sale to be made by someone.

Excerpt from
Starch 51st Consumer
Magazine Report:

Of all **Elks** Magazine households surveyed, **43.3%** reported spending more than **\$200.00** on vacation travel during 12 months. This is exceeded by only **3** of the **54** magazines appearing in the report.

1,180,297 Elks comprise a mass market with class incomes the median of which is \$6,050. The Starch 51st Consumer Magazine Report gives the complete picture. Just write or phone to see a copy.

THE **Elks** MAGAZINE
New York Los Angeles
Chicago Portland, Ore.

send for these new ad-helps:

Just published . . . "Businesspapers—the Working Press." Spells out the function of the business press in today's fast-moving economy. Shows its intensified use by American business men. Illustrates effective businesspaper advertising . . . and tells what makes it work.

How others are doing it . . . two new "Awards Booklets" illustrate this year's winning campaigns in ABP's annual advertising competitions. They analyze the factors that made the ads work, suggest scores of ideas to spark your copy thinking.

Leading Businesspaper Advertisers of 1956 . . . ABP's sixth annual report, covering expenditures of 1400 leading businesspaper advertisers, gives you a yardstick to measure your own ad-efforts. \$3.00 per copy.

THE
ASSOCIATED BUSINESS PUBLICATIONS
Founded 1906 • 205 E. 42nd St., N.Y. 17, N.Y.



CHECK CHILTON

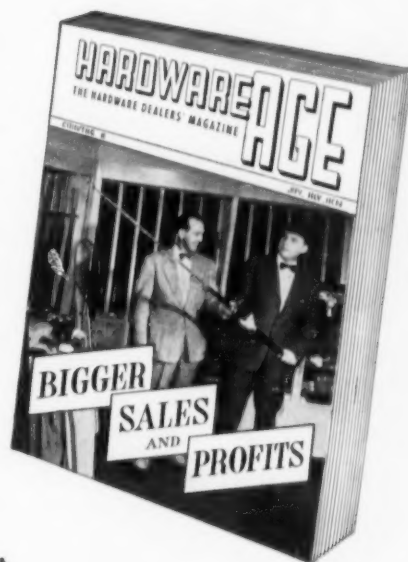
If you sell the hardware market



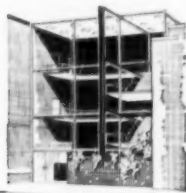
...you can sell best in
.....

HARDWARE AGE

... the source of inspiration, interpretation and guidance for the big and growing retail hardware trade and its wholesale suppliers for more than 100 years. Published every other Thursday, it supplies timely news and feature articles fundamental to the needs of hardware men in merchandising and management, sales promotion, sales training, and merchandise display. With a total retail circulation of 24,200, it provides concentrated coverage among the 23,000 stores whose annual sales range from \$30,000 to more than \$1 million and who account for 93.1% of all hardware store sales. It reaches the pacesetters, the dealers who have the strongest interest in hardware merchandising and who are the most successful in the \$3 billion hardware market.



Hardware Age is published by Chilton Company, the most diversified publisher of trade and industrial magazines in the country—a company with the resources and experience needed to make each of 15 publications outstanding in its field. In keeping with Chilton policy, the experienced and highly competent staff of Hardware Age devotes its full time to the field the publication covers, striving for editorial excellence and strict quality control of circulation. In achieving both objectives, it has earned the confidence of readers and advertisers alike.



Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



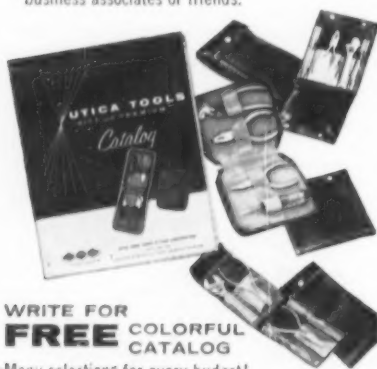
CHILTON PUBLICATIONS: Department Store Economist • The Iron Age • Motor Age Spectator • Automotive Industries • Boot and Shoe Recorder • Commercial Car Journal • Butane-Propane News • Electronic Industries • Jewelers' Circular-Keystone • Hardware Age • Optical Journal • Hardware World • Gas • Distribution Age • Chilton Book Division

Just what I wanted



a UTICA gift tool kit!

Just what everyone wants! A kit of deluxe, midsize or full-size hand tools. Useful in the home workshop, household kitchen . . . you name it. In handsome leather and plastic gift kits. Imprinted in gold or white letters. Quality guaranteed. For customers, business associates or friends.



WRITE FOR
FREE COLORFUL
CATALOG

Many selections for every budget!
Quantity discounts!

Address inquiries to Business Gift Dept.
UTICA DROP FORGE & TOOL DIVISION
Kelsey-Hayes Co., Utica 4, New York



Hallmark of quality in Hand Tools since 1895

CORPORATE CLOSE-UP

Sales, Sales Everywhere

But Nary a Sales Exec



General Dynamics Corp. now ranks 28th in the select, 30-member club of firms with more than \$1 billion annual sales. Volume has rocketed from a mere \$14 million reported for 1946 by GD's predecessor, Electric Boat. But there is no sales executive—in title or background—within a country mile of GD's New York executive suite.

In many ways this atom-wise maker of military hardware can be described as a mid-20th-century Krupp. Some 85% of its 1956 sales were to the Pentagon or the forces of Canada or other Western nations. GD's slogan is, in effect, "If we can get the order, we can build it." That applies to the first atomic-powered submarine, the first atomic-powered aircraft now being built by its Convair Division, and the ICBM—the intercontinental ballistic missile.

Who are the General Dynamics executives who have jumped sales to more than \$1 billion a year—up a supercharged 52% over 1955?

Public servant Frank Pace, Jr., 44, president, is GD's new chief, succeeding the late John Jay Hopkins who put the complex together and picked Pace as his heir apparent. At 37 Pace was President Truman's Budget Director. A year later Truman named him Secretary of the Army. Other "experience": Arkansas assistant district attorney; champion, various amateur golf and tennis tournaments; Air Force major; holder of dozens of important posts in professional and civic organizations including, at present, treasurer, Greater New York Boy Scouts.

Financial man Earl Dallam Johnson, 52, was Pace's Under Secretary of the Army, brought into GD by Pace in 1955. Additional qualifications: president, Air Transport Association; 13 years as financial consultant, Loomis, Sayles & Co.; nine years with the Air Force and later the Pentagon—top rank, colonel.

Four-star General Joseph T. McNarney, 63, senior vice-president of GD, has been president of Consolidated Vultee since 1952, retaining that post since its acquisition as GD's Convair Division in 1954. Among many important assignments, he succeeded General Eisenhower as U.S. commander in Europe.

Engineer Carleton Shugg, GD vice-president, general manager of Electric Boat Division, brought to the firm in 1951: four years experience with the Atomic Energy Commission, 18 years in shipbuilding, nine years in the Navy.

Scientist Dr. Frederic de Hoffman, 32, has been a GD vice-president, general manager, General Atomic Division, since shortly after he signed on in 1955. Vienna born, London University and Harvard educated, a Congressional consultant, international conference delegate and scientific author, he has been associated with the AEC since 1944.

Pace's first announced break with the status quo he inherited: a goal for GD of 50% defense, 50% commercial production, compared to the previous 85%/15% ratio. Is GD now ready to add a sales executive by title or function? Or can it "get along" without one?

SALES MANAGEMENT

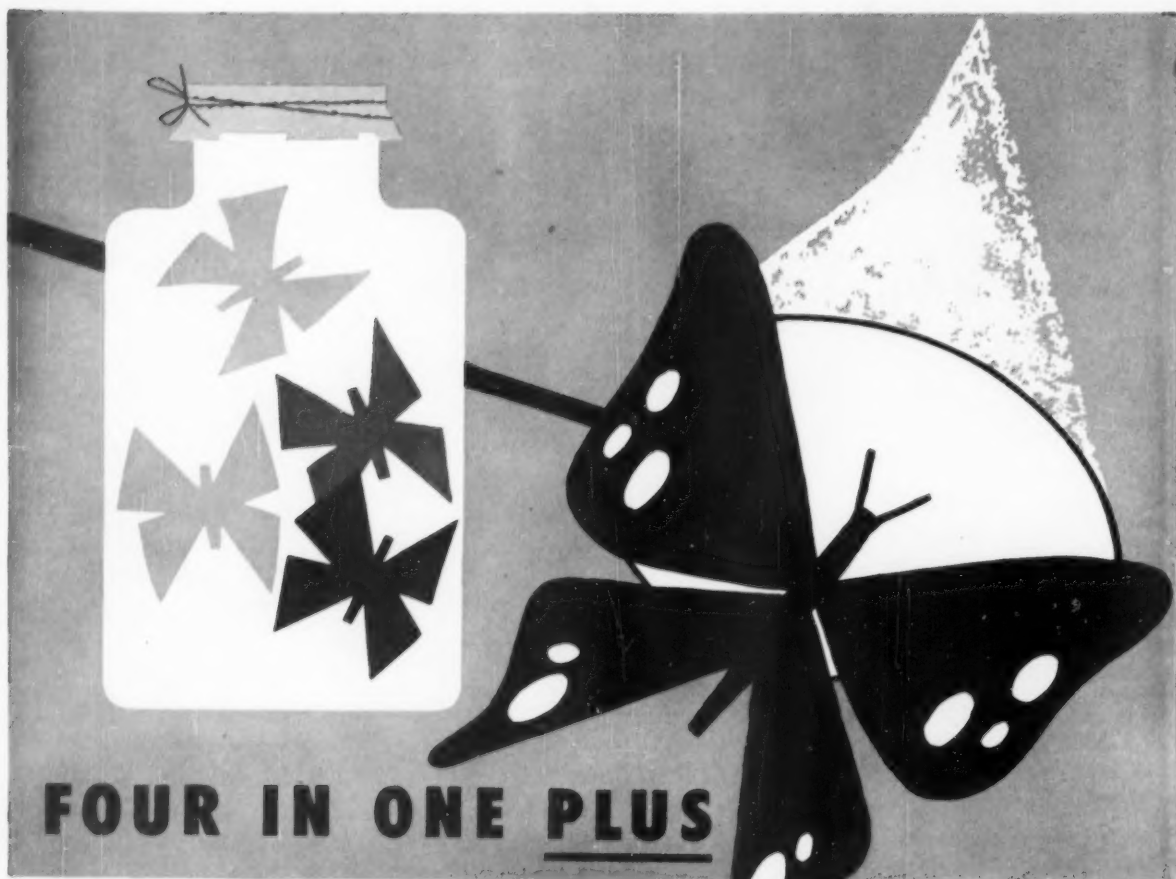


12,000,000 Families will read about
WOMEN ALCOHOLICS

• The dramatic story of "The Secret Disease of a Million American Women" . . . a major article in This Week's "Good Health" series, authorized by the American Medical Association . . . in the June 23rd issue.



Your advertising will be read by more people in This Week Magazine than in any other publication.



FOUR IN ONE PLUS

This one television station
delivers four standard
metropolitan area markets plus

- 917,320 TV sets
- 1,015,655 families
- 3½ million people
- \$3¼ billion retail sales
- \$6¼ billion annual income

WGAL-TV

LANCASTER, PENNA.

NBC and CBS

STEINMAN STATION • Clair McCollough, Pres.

Representative:

The MEEKER Company, Inc.

New York
Los Angeles

Chicago
San Francisco

CHANNEL 8 MULTI-CITY MARKET



SALES MANAGEMENT

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

BEWARE OF SQUEEZES! Unless you were one of the lucky ones, you were caught in a profit squeeze during the 1956 marketing year. Your sales were good, but your costs were high, and you didn't dare raise prices to the point where you'd get a decent margin.

If you got your sides pinched in such a trap last year, it may make you feel better to know that at least half of your fellow marketers also showed a lower percentage of profit on sales. Many of these—despite increased unit sales—showed an actual reduction in profits.

The answer to this squeeze, of course, is to increase your "marketing efficiency." That's not easy, we know. It takes times. It takes work. It takes money. There's no magic formula. It's a problem that each sales executive has to solve for himself. But, while you're busy working up a solution, we'd like to call your attention to some other "squeeze plays" that are likely to get you if you don't watch out.

The first one's internal. It has to do with marketing's inherent vulnerability to the corporate way of doing things. The "Marketing Memo," issued by Sweet's Catalog Service, sums it up this way:

"Marketing management is in a tough spot. The top brass can say, 'Look here. We have given you a fine product line to market. The pricing is competitive, and the production is there.' These are all highly tangible things. A final sales figure is tangible, too, except that unless it is related to potentials—**both short and long range**—it doesn't mean much in judging performance.

"The means of marketing—research, advertising, catalogs and personal selling—cannot be isolated and their individual effects made tangible and measured. We marketing men appreciate this, but our bosses frequently don't—especially when they are going over budgets with an eye to 'cuts.' Every other manager in the company is working with tangibles

and can therefore make a strong case for each budgeted item of expense.

"Not so the marketing man. Who's to say just how essential adding another sales trainee is, or whether the ad campaign in XYZ magazine is 'really paying off'? Who can predict what will happen if marketing expenditures are substantially increased any more than if they are reduced?"

Consequently, the marketing budget is not only subject to criticism, but it is highly vulnerable to corporate squeeze tactics as well.

"When sales are not building fast enough to keep pace with rising costs," Sweet's continues, "the answer frequently lies in **increased** marketing appropriations rather than in cuts. It is a simple matter of spending more to get more. Needless to say, **wise** spending is always in order."

Another squeeze that affects marketing today has to do with money and credit. The tight money situation has relaxed a bit, but your company is an exception if it isn't thinking twice about extending credit. This squeeze lies in the fact that competition is becoming more intense, almost in inverse proportion to the money supply. You can't afford to lose a customer by virtue of a short-sighted credit policy, but on the other hand, you can't jeopardize the cash position of your company by having all your profits tied up in I.O.U.'s.

The answer, if there is one, can be found only by reappraising your existing credit policy. Maybe you can arrange for a third party to take over these notes—even though you've never had such a need before.

Sales personnel—their recruiting, care and maintenance—is probably a bigger budget item this year than ever before. As sales manager you must choose between paying more to hire and keep good men or "saving" budget money and settling for a second-string team. The first choice is the only sensible one.

Significant Trends (continued)

Trouble is, other sales managers realize this, too, so everyone's fighting over the cream. Starting salaries are ridiculously high for bright, college-educated trainees, but maintenance costs are higher on the not-so-bright.

Still another squeeze is making national marketers more than a little uncomfortable. It's the increased cost of media advertising—due primarily to bigger circulations, bigger audiences. Practically no one questions the value of a spread in a national magazine, or the impact of a good TV show. Costs-per-thousand are reasonable enough. But, there are more thousands of subscribers and viewers these days than the medium-size advertiser can afford.

Many firms pass up "good advertising buys" simply because they can't stand the tab of a continuous campaign in national media. This explains the trend toward greater use of spot TV, spot radio, specialized consumer magazines, market-by-market purchase of newspaper space. On the other side of the fence, there are those who feel strongly that there is worth while sales- or impression-value in making big splashes periodically. In this way they can use the giant media and still keep within a reasonable budget. But, what is best? How can you make your advertising dollars work hardest?

Again, there is no easy answer, nor is there one answer for everyone. You'll probably want to join the growing number of marketing men who are giving all media more careful thought, more careful consideration before buying, and then, once they've contracted for the space or time, carefully tailoring their message to the specific medium and its specific audience.

One more squeeze is to be found in the uncertainty of the short-term economic picture. Are we in for a year of inflation, deflation or no "flation" at all? How are you going to figure your marketing maneuvers if you can't gauge the trend in prices? Right now it looks like "no-flation." But six weeks ago the inflation trend had the upper hand. Six weeks before that it appeared that deflation was about to set in. Maybe this isn't a squeeze, but a quandary. Nevertheless, you are under constant

pressure to make marketing decisions and the stability of the dollar is a vital factor.

An extra squeeze that may gray your temples is the two-directional trend in product design. People are getting more bargain-conscious. Consequently, stripped down autos, appliances, houses and other products are finding a good market. But, at the same time, other people are treating themselves to the best: getting the deluxe models with all the extras. You'll want to cater to them, too. This two-directioned trend makes more sense when we look at the number of bargain-seekers who can be traded up—easily. We all get thrift-conscious at times and resolve to skip the frills on our next purchase. But, human nature and the lure of convenience gadgets usually win out and we rationalize our extravagance some way or other. However, the manufacturer is wise who keeps a simple low-priced model in his line and makes it easy for the salesman to trade up to more costly ones.

What does all this mean? Simply this: You had better get used to squeezes. They will tend to become the normal pressures of modern-day marketing. We have all learned to work **under** pressure, now we've got to learn to work **between** pressures.

DIVERSIFICATION. A group of executives of major corporations responsible for diversification programs of their companies have formed an association for the purpose of exchanging ideas on technique and know-how. It is to be called the Association for Corporate Growth and Diversification. Organizing chairman is William Kean, Jr., Curtiss-Wright Corp., Propeller Div., Caldwell, N.J.

WHAT IS A SALES EXECUTIVE? If we construct one from the recent survey made of the Detroit Sales Executive Club's membership, we find that a typical sales exec is . . . a 45-year-old fellow who earns nearly \$25,000 per year, lives in a home that cost over \$37,000, and owns two automobiles and two television sets. He likes fishing, music and photography better than golf.

At Stop & Shop Stores in Boston

Fresh, Pre-Ground Coffee in Pliofilm Lined Bags

*makes shoppers
STOP and SHOP!*

Laborious, wasteful, in-the-store grinding is out at these famous Boston stores — and PLIOFILM has made it possible! Tough, strong, moisture-resistant PLIOFILM that seals in freshness.



Sales are up — because people go for this fresh-ground, pre-bagged coffee.



No pilferage—no spillage—no wrong grinds—and no complaints about freshness. Saves space, too.

FACT: Pre-Ground Coffee In PLIOFILM Lined Bags Saves
★ Space ★ Maintenance ★ Pilferage ★ Spillage ★ Trouble
—while delivering roaster-fresh coffee at bagged-coffee prices!

It's an example of creative packaging, better protection, better selling made possible by Goodyear Packaging Films. Write for facts on how these Films can serve your products! Address: Goodyear, Packaging Films Dept. F-6434, Akron 16, Ohio.

GOOD THINGS ARE BETTER IN

Pliofilm



Pliofilm, a rubber hydrochloride—T. M. The Goodyear Tire & Rubber Company, Akron, Ohio

However You measure it!

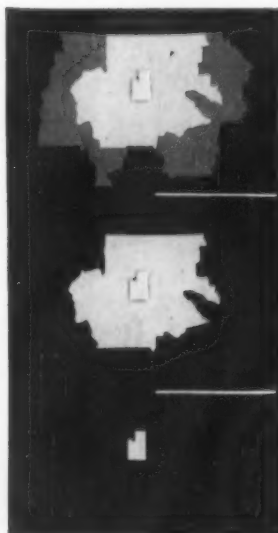
The Spokane Market is:

4 times as big

as it looks!

It's one of the West's largest marketing areas

Metropolitan Concept short-changes your sales estimates of Spokane



Total Spokane Market

*The self-contained
Inland Empire*

Effective Income: \$1,922,915,000
Retail Sales: \$1,287,109,000
Families: 344,000 (Population: 1,108,200)

*The Spokesman-Review and Spokane Daily
Chronicle reach 5 out of 10 families.*

Retail Trading Zone*

*One of the largest areas
in the nation*

Effective Income: \$1,186,915,000
Retail Sales: \$ 760,054,000
Families: 201,800 (Population: 645,100)

*The Spokesman-Review and Spokane Daily
Chronicle reach 8 out of 10 families.*

Metropolitan Spokane

*Hub and trading center
of the Inland Empire*

Effective Income: \$519,985,000
Retail Sales: \$338,221,000
Families: 87,500 (Population: 267,800)

*The Spokesman-Review and Spokane Daily
Chronicle reach 10 out of 10 families.*

Totals are cumulative; Population, households, income, sales: Sales Management, 1957; Circulation: ABC Audit Report, March 31, 1956

* 24 complete counties shown. Latest data, with exception of circulation, unavailable for parts of counties defined by ABC



If you're measuring markets by metropolitan areas, better mark down the Spokane Market as an exception. Metropolitan data just begin to reveal the full strength of this vast, isolated market. And a look at the chart opposite tells you why. By any index you use—population, income, retail sales—the Spokane Market adds up four times as big as its metropolitan area. And coverage? That's exceptional, too. For you sell it all when you "A" schedule Spokane's two big daily newspapers—The Spokesman-Review and Spokane Daily Chronicle.

THE SPOKESMAN-REVIEW SPOKANE DAILY CHRONICLE

Advertising Representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

Cover
the Inland Empire
like
the sunshine

1 out of every
2 families



Henry Prestin, general sales manager, Holton and Hunkel Co., Milwaukee, Wisconsin, telephones an out of town customer, as part of the "sequence calling" plan.

He telephones 1000 customers a month ...and 70% of his calls bring orders

Not long ago, a Bell Telephone Company representative recommended a telephone idea known as *sequence calling* to the Holton and Hunkel Company of Milwaukee. This wholesale florist sells to florists and greenhouses in 48 states.

Five separate lists—each with 50 to 75 customers on it—are called each week. Henry Prestin, the general sales manager, just tells the operator when he is ready to talk and she places the calls to customers

in order, one right after the other.

Mr. Prestin talks with 1000 customers every month that way—and 70% of his calls result in sales.

Recommendation: Call your Bell Telephone Company business office. A representative will gladly explain ways you can use the telephone for greater profits in your business.

BELL TELEPHONE SYSTEM

Call by Number. It's Twice as Fast.



LONG DISTANCE RATES ARE LOW

Daytime Station-to-Station Calls

<i>For example:</i>	First 3 Minutes	Each Added Minute
Philadelphia to Baltimore	55¢	15¢
Seattle to Portland, Ore.	65¢	20¢
Milwaukee to St. Louis	\$1.05	30¢
Miami to New York	\$1.80	50¢
Los Angeles to Boston	\$2.00	65¢

Add 10% Federal Excise Tax

LETTERS TO THE EDITORS

"angry" salesmen?

EDITOR, SALES MANAGEMENT:

I have just returned from seeing a very excellent motion picture, "Twelve Angry Men." The story was developed beautifully, the photography was well done, and the subject itself was one that certainly required unfolding and realistic delivery to the American public.

But why do we once more have to see the so called "typical salesman" pictured in a very trite fashion as the gum chewing, fast talking, slow thinking clown of the film? Why do so many novels, magazine articles, and motion pictures draw that very false picture of the old fashioned, wise guy traveling salesman, with a superficial demeanor, and a silly crack in every other sentence uttered? Here is publicity we in the selling profession could do without, and is perhaps one more reason for the lack of enthusiasm manifested by many in the College generation towards this field.

I have worked with literally hundreds of retail and wholesale salesmen throughout the United States, and have yet to come across that "traveling salesman," as drawn by our playwrights and novelists of today. He has his average quota of human weaknesses and foibles, but generally has more independence, imagination, congeniality, and spirit than is usual in a hard working bread-winner.

It's time for the true story of the American Salesman—and it should not take a Hemingway or O'Henry to write it!

Murray Laub

Lewyt Corp.
Long Island City
New York

► "12 Angry Men" was produced by Orion-Nova Productions. It stars Henry Fonda and Lee J. Cobb, features Jack Warden as the "gum-chewing" salesman.

over the plate

EDITOR, SALES MANAGEMENT:

I have just finished tearing apart your April 19, 1957 issue. This is always step #2 in my reading of SALES MANAGEMENT. Step #1 is reading it through. Then I go back and remove those articles that I feel either I or someone else in the com-

pany would be interested in referring to later.

In this issue I hit a new high for tearing out! I removed six articles out of a possible 23 articles. You must admit that you pitched some pretty good strikes in this issue!

Bernard Sless

General Sales Manager
Bayuk Cigars Inc.
Philadelphia, Pa.

money-losing 'bigness'

... Working with a medium which three years ago turned away from money-losing "bigness" to profitable though talent-demanding selectivity, many of us at *Cosmopolitan* are saying about your editorial, "I wish I'd written that!"

We'd be grateful for permission to reprint your editorial for distribution to our advertiser and prospect list of about 2,200 names.

William S. Campbell

Publisher
Cosmopolitan
New York, N. Y.

readings in marketing

EDITOR, SALES MANAGEMENT:

I am editing a book of readings in marketing for Harper and Brothers.

I would like to secure permission to use articles which were published in SALES MANAGEMENT Magazine.

Alfred L. Seelye

Chairman,
College of Business Administration
The University of Texas
Austin, Texas

► Permission granted.

high spring sales

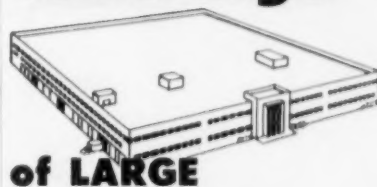
EDITOR, SALES MANAGEMENT:

I was very much interested in reading Peter B. B. Andrews' article, "High Sales in Second Quarter, That's the Outlook for Spring," in your April 5 issue (p. 114).

(continued on page 23)



**most
complete
coverage**



of LARGE



MEDIUM



and SMALL

**metalworking
plants . . .**

**only modern machine shop
offers you . . .**

Largest circulation . . . 52,000

**Largest number of
plants covered . . . 33,000**

Lowest cost per thousand . . . just \$6.15

Plus outstanding proof of advertising results: In 1956, Modern Machine Shop carried more pages of advertising than any other metalworking monthly!

With Modern Machine Shop's massive circulation, you get the most complete coverage of all metalworking plants—large, medium and small—plus deep penetration of the larger plants. Its good, big circulation is scientifically designed to do a thorough job in America's biggest industry!

For results you can see, put your money where your market is . . . in

modern machine shop

431 Main Street, Cincinnati 2, Ohio

Also publishers of Products Finishing
and Products Finishing Directory





You know why a chemical engineer needs a methods magazine...



John P. Moorehouse
Purchasing Agent
Standard Pressed Steel Company

"At Standard Pressed Steel, management's purchasing philosophy can be summarized in a single word—Results!

"To achieve the optimum results required, we have found that a policy of selective buying is essential. This presupposes more than one source of supply and standardization within a competitive field.

"It's also important for us to know what other purchasing departments are doing and to learn something about our suppliers' operations and problems . . . if we are to achieve the utmost in value buying. That's why a methods book is so important to me. It keeps me informed and helps me buy better, faster, and more intelligently."



here's why a methods magazine
is just as important
to industrial purchasing men

Like the chemical engineer, the purchasing executive depends on his own "trade" magazine to keep posted on WHAT is going on and HOW to do a good job for his company. Without a good methods magazine, neither can do as good a job.

For the industrial buyer this methods magazine is **PURCHASING**.

From **PURCHASING** he keeps posted on value analysis, one of the latest techniques in scientific purchasing methods.

In **PURCHASING** he reads significant case histories, reported by editors who themselves have purchasing experience. Some of the methods covered regularly include systems for record keeping, purchase law, economic factors, and purchasing procedures that save time and money.

This is why **PURCHASING** is read and studied by purchasing agents—the men who select sources of supply—to keep up to date on WHAT to buy and HOW to buy.

The methods magazine for industrial buyers

PURCHASING CRA Mag **MAGAZINE**

a Conover-Mast publication

205 East 42nd Street, New York 17, N. Y.

LETTERS

One paragraph particularly interested me and that is the second paragraph in the second column on p. 116, where he says, "Profit margins on sales of manufacturing corporations declined from 5.2% in 1949 to 3.6% in 1955 and 3.4% in 1956."

This is at variance with some of the information I get from certain sources and I am writing to ask if you would be kind enough to tell me the source of these particular figures. This would be very much appreciated.

F. G. Atkinson

President
The Joseph Dixon Crucible Co.
Jersey City, N. J.

► The profit margin figures come from the Securities and Exchange Commission and are based upon sales and profits of all corporations which must report to that government body.

SM goes to college

We would be grateful to receive your permission to reproduce the text of the below listed articles in a forthcoming collection of readings for college use. This book, tentatively entitled *Readings in Contemporary American Marketing* will be published by R. D. Irwin of Homewood, Ill.

Richard M. Clewett, Chairman
Department of Marketing
Harper Boyd
Associate Professor of Marketing

Northwestern University
Evanston, Ill.

► Permission granted.

executive mailing list

EDITOR, SALES MANAGEMENT:

Do you have on Addressograph plates and available on a rental basis a list of sales managers and advertising managers of firms throughout the country?

Paul D. Kranzberg


Padco Advertising Co.
St. Louis, Mo.

► SALES MANAGEMENT has the finest list available of sales executives in the United States, but we do not sell, rent or trade our subscription list.

JUNE 7, 1957

Your salesman's
dealers or his
competition . . .

can't sneeze
without his
knowing it!

Your salesman's ACB report covers every newspaper ad in his territory . . . his own dealers . . . competitive dealers . . . his own and competitive national releases. He's in touch with the far corners constantly . . . putting out fires . . . starting fires of his own. The salesmanager gets a copy of the same Report. It's more profitable to have these Reports than do without them.

RETAIL STORE REPORTS



Will give you all details of every advertisement you want to see if it is published in a daily or Sunday newspaper in the United States . . . what dealer is advertising what brands at what prices . . . what newspaper on what date, what size . . . what price on merchandise and what premiums or deals if any.

Frees salesman's time for customers, by eliminating his searching various newspaper office files for these ads.

At sales and advertising headquarters you can compare salesman's performance in advertising support . . . follow switches by dealers . . . rate your comparative dealer support . . . keep tab on free advertising received from dealer; estimate your cooperative commitments from week to week; cuts time on writing and reading reports.

SCHEDULE LISTINGS



Covers national advertising—tells where competitive campaigns are breaking. Can be supplemented with Linage & Cost Summary Reports if desired.

PASTE-UPS FOR SALESMEN



All pertinent ads appearing in specified towns are mounted onto "accordion fold" exhibits for salesman's use.

ADDITIONAL SERVICES

11 additional services are available. Described in ACB Catalog sent free on request, or contact nearest ACB office.



The Advertising Checking Bureau, Inc.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

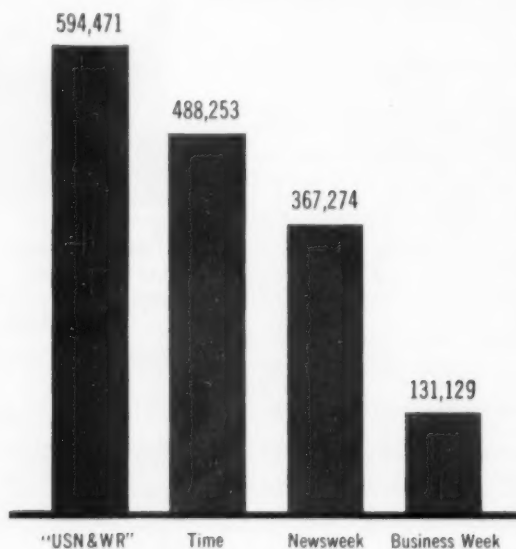
ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER

among news and management weeklies...

FIRST IN CIRCULATION

In the past ten years
the four news and
management weeklies
gained over 1,581,000
in circulation.
Of that total gain,
37.6%, or well over
half a million, was
scored by one magazine—
"U.S. News & World Report."

BIGGEST CIRCULATION GAINS,
NEWS AND MANAGEMENT WEEKLIES
1946—1956



Source: Comparison of publishers' statements to the Audit Bureau of Circulations

Now more than **900,000** net paid circulation

... a market not duplicated by any other magazine in the field

ATION GROWTH

**More and more of America's Important People
are making their plans and decisions on
what they read in "U.S. News & World Report"**

Here's a magazine devoted *entirely* to the essential news of national and international affairs. Useful news, original news. Nothing else. This growth dramatizes the ever-increasing impact of the essential news on the day-to-day living and planning of people with big responsibilities—people who take their responsibilities seriously because their decisions are big ones.

One important point about this growth: it has come with the use of only the most voluntary of circulation methods—without the use of premiums, without salesmen, without sales in combination with other magazines.

More and more of the important people who read and respect "U.S. NEWS & WORLD REPORT" are tell-

ing their friends and associates how this magazine digs out for them the useful news and crystallizes its meaning, week in, week out.

Think for a moment what this growth—this voluntary growth—means in terms of advertising values. Here, in one audience, is a concentration of the initiators and decision-makers in business, industry, government and the professions. Here, too, is a magazine that has those priceless qualities of being respected, believed, read and *acted upon*.

With lowest per-thousand costs in the field, "U.S. News & World Report" is today an even greater value than before—a magazine which more and more companies are finding essential in their advertising programs.

SOME QUICK POINTS FOR ADVERTISERS ON THE "U.S. NEWS & WORLD REPORT" AUDIENCE:

Three out of four subscribers hold managerial positions.	government and the professions.
Family incomes average \$14,826—highest of the news magazines.	"U.S. News & World Report" consistently receives the most votes as the magazine in the news and management field most useful to them in their work, and the one in which they place most confidence.
In survey after survey of America's leaders in business, industry,	

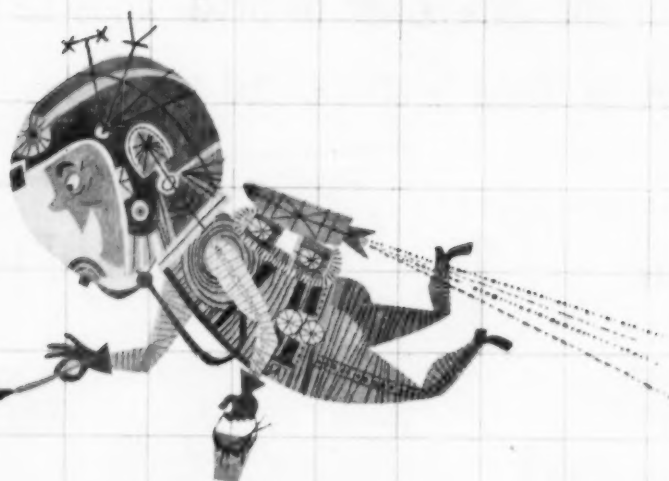
America's Class News Magazine

**An essential magazine ... essential to more and more
readers ... essential to more and more advertisers**

For fully documented facts, contact your advertising agency or our advertising office nearest you. Advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Offices also in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington, and London.







IT'S UNEARTHLY!

MONITOR Sales Keep Going Up And Up, At A Rate That Is Right Out Of This World!

Net-dollar volume for MONITOR's first quarter 1957 was 239% ahead of the first quarter last year. MONITOR's net-dollar volume as of May 15, 1957, already exceeds that of the entire year 1956. And third and fourth quarter orders are rocketing in.

16 brand-new advertisers, and 13 back for a second helping, provide the power for MONITOR's atomic surge.

Here are some reasons why MONITOR appeals so strongly to advertisers:

- 15 announcements on MONITOR deliver over 6½ million listener home impressions—not counting the audience reached through car radios and picnic-basket portables.
- MONITOR gives *all* advertisers maximum flexibility in choosing the time, frequency, and audience-groups that their marketing strategies demand.
- MONITOR offers advertisers custom-tailored merchandising plans.
- MONITOR's programming is fast-moving, varied. Listeners really listen—because there's always something interesting to listen to.

Now's the season when America becomes a nation on wheels. With 39 million cars equipped with radios, MONITOR will be traveling faster than ever, every weekend from now on.

Want to come along for the ride?

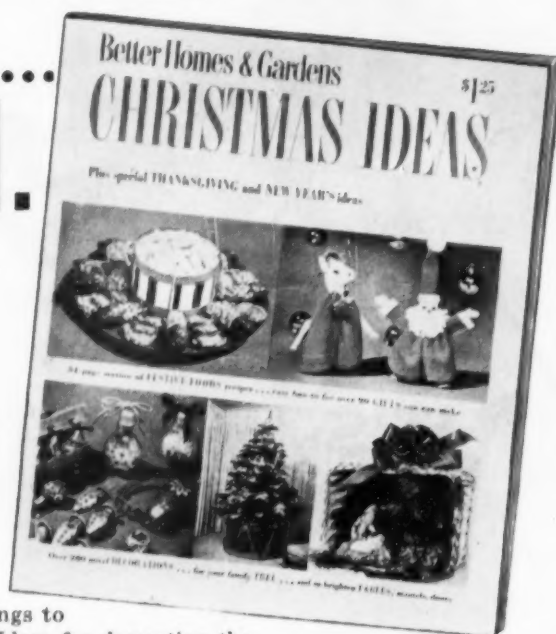
NBC RADIO

Now for the first time...the idea-power of BH&G goes to work
for advertisers in these 5 specialized media

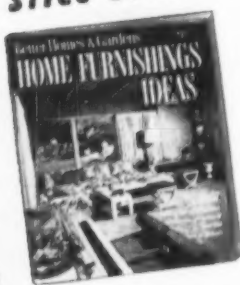
Better Homes & Gardens

1. Christmas Ideas Annual Closes: Aug. 15

On Sale: Oct. 18, 1957

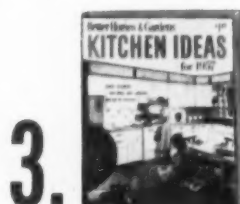


STILL OPEN!

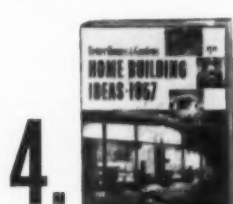


HOME FURNISHINGS IDEAS ANNUAL
Closes: July 15, 1957
On Sale: Sept. 18, 1957

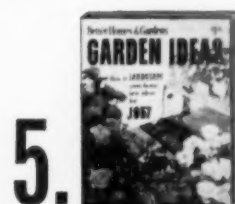
Things to do and things to make on every page! Ideas for decorating the tree, the table, the house, the yard. Gifts to *make*—to sew or to bake or to build. Or to *buy*—for the house or the family. A marvelous sales climate for a wide range of products—from cookie mixes to television sets!



KITCHEN IDEAS ANNUAL
Closes: Oct. 15, 1957
On Sale: Dec. 18, 1957



HOME BUILDING IDEAS ANNUAL
Closes: Nov. 15, 1957
On Sale: Jan. 18, 1958



GARDEN IDEAS ANNUAL
Closes: Dec. 13, 1957
On Sale: Feb. 19, 1958

DOES YOUR PRODUCT BELONG IN 1 OR 2 OF THESE POWERFUL BOOKS...OR IN ALL 5?

Each BH&G Ideas Annual is a *specialized* extension of Better Homes & Gardens' famous ability to stimulate reader action. When you advertise in these timely, selective annuals, you *deepen* your penetration of the

market created by BH&G. Call your BH&G representative soon. Let him give you facts and figures on which of these highly successful annuals are the best advertising buys for what you have to sell.

Another success story from

America's biggest publisher of **ideas** for today's living and tomorrow's plans...

Meredith Publishing Company

Des Moines 3, Iowa



JUNE 7, 1957



To sell brassieres and girdles would you recruit an executive and sales staff from chemicals, drugs, appliances, auto parts—almost anything but soft goods? Bob Brown did—and the majority of his 220-man staff can truthfully declare . . .

I Never Thought I'd Be Selling Brassieres!

By **B. ROBERT BROWN**
*Vice-President in Charge of Marketing,
Exquisite Form Brassiere, Inc.*

Back more years than I care to admit, my first sales manager told me: "Son, a good salesman can sell anything—because whatever he's selling, he's selling himself."

My second sales manager, some years later, was of a different school. His instructions, when he named me a district manager, were: "Hire men who've been working for the competition right in the territory in which you want to use them. You save time and money two ways—they already know our product and promotion policies, and they have already built up a following among buyers."

Since those days I've sold a lot, learned a little, and I've taken an important part in building several substantial sales organizations. And, wary as I am of glib oversimplifications, there are two basic concepts I'm

quite rigid about: (1) Never hire a salesman who operates by selling himself; (2) Never hire a salesman because he has a following among buyers of your product.

I think most sales executives today would agree with me. We've come a long, long way from the days when a salesman would hit the road each season, his suitcases stuffed with fresh samples that were less important than the fresh jokes (clean as well as dirty, for his boast was he could sell both sinner and deacon and he needed pure stories for the former) with which he stuffed his head (and, often, several notebooks, too).

I can still recall clearly successful salesmen I admired in my youth—the best of them operated like the popular, fictional hero of the day, "Get-Rich-

Quick-Wallingford." They were glib, breezy, gay. Whatever product they carried, they did, in fact, concentrate on selling themselves. For them each sales call was a small war, the prospect treated as an enemy to be conquered, the writing of the order the equivalent of the signing of surrender terms.

As in any war, the slogan was "Kill or be Killed," and any weapons were legitimate. The object was to load up the prospect with the biggest order he could possibly pay for. If this were accomplished by putting over a tale so unsupportable, a deal so raw, that there could be no hope of ever selling the prospect again, what matter? All that counted was this year's commissions—next year the hills would be green with fresh prospects.



Former Selling Experience of Exquisite Form Silf Skin Sales Force

B. ROBERT BROWN
Vice President Marketing
(**Waxes and Polishes**)

HARRY GOLDBLATT
Silf Skin National Field Sales Manager
(**Began career at
Exquisite Form**)

IRWIN ROSEMAN
Advertising & Sales Promotion Director
(**Watches**)

HAROLD SILVERMAN
National Chain Store Manager
(**Chemicals**)

JOSEPH WAETZMAN
Regional Sales Manager
(**Paints**)

Not till the late twenties and early thirties, I believe, did the emphasis on building a "following" for repeat sales take over in small as well as large industry. And then, too, the basic theory remained unchanged; the salesman still sold *himself*; he worked at building up a "following" of buyers who bought his line instead of the opposition's because they liked *him* better than they like his competitor.

Between then and now, of course, a marketing revolution has taken place. Sales management has been equipped with a scientific arsenal, ranging from motivation research, advertising audience and effectiveness tests, market research and a host of invaluable merchandising and statistical studies, to psychological testing of personnel. Moreover, as national advertising has grown in effectiveness and importance, and modern produc-

tion and management techniques have been more widely disseminated, competition has become both tougher and smarter.

The net effect is, I believe, to make the sales force and its management the most important factors in the success of any company. For, barring the patented unique product and the wildly successful \$64,000 advertising program, the success of the American manufacturer today rests on the ability of his salesmen to present their product and its advertising, promotion and point-of-purchase display more effectively than his competitor's salesman.

Where does one find such salesmen? How does one train, organize and guide them? Once they have reached peak effectiveness, how does one keep them? At Exquisite Form, in the course of building, in 12 short

years, from pretty close to scratch to the No. 1 position, world-wide, in the brassiere industry, we have evolved some fairly successful formulas.

Unlike most formulas, they are applied with a great deal of flexibility and, often, daring, and I believe this is why **SALES MANAGEMENT** has asked us to comment on them.

A glance at the chart on these pages shows the most important one. In the soft goods industry, where the tradition has been to build one's sales force by luring away competition's best men, we have pioneered in ignoring industry boundaries in our search for superior personnel, on the major as well as minor executive levels. And, insofar as our sales force is concerned, we have the strong feeling that previous sales experience in our industry, and even a close acquaintance with the buyers, is likely



B. ROBERT BROWN

Oil, Wax, Carbon Paper, Bras . . .

If anyone could tell you—and mean it—that the laws of selling are immutable, transferable and constant, he would be B. Robert Brown. Brown, who's v-p in charge of marketing for Exquisite Form Brassiere, Inc., New York City, has sold a baker's dozen of products in his day. His first job was gas station attendant (he was 17). He had been picked by Tide Water Oil v-p Frank Dickison as a salesman. When Dickison moved to Schick Repeating Razor Co. as general sales manager he took Brown along as a sales and missionary man.

Later Brown joined Dictaphone and when the stock market crash wiped out most of his customers he joined S. C. Johnson & Son, Inc. During the war he was National Division sales manager. In '47 he joined International Latex Corp. as national sales manager. Six years later he affiliated with Exquisite Form Brassiere as national field sales manager.

... and the Firm That Employs Brown

From the 14-story New York City headquarters, all devoted to Exquisite Form Brassiere, Inc., the management sees a world full of opportunities. The trade pegs Exquisite Form as No. 1 in sales worldwide. Both Exquisite Form and Maidenform are privately owned firms. But the trade guesses Maidenform is No. 1 in domestic sales, with Exquisite a fairly close second. Today, Exquisite Form operates plants in eight countries. It is the U. S. sales agent for Silf Skin girdles.

J. ROBERT DEMMEL
National Field Sales Manager
(Automotive Parts)

HERBERT LEEDS
Merchandising Director
(Educational Materials)

MIKE KOLENDO
Regional Sales Manager
(Drugs)

LOU RASKIN
Regional Sales Manager
(Appliances)

to be more of a handicap than a help.

The second major formula does not show on the chart. It may perhaps best be illustrated by noting that J. Robert Demmel, our national field sales manager, joined Exquisite Form only two years ago as a salesman, without any previous soft goods experience. The principle is: *Promote a man as rapidly as his capabilities prove themselves.*

The fact that Exquisite Form is a remarkable growth company, one which has scored far greater annual gains than any other in its industry and which has doubled, and then redoubled, its sale force in the course of the past six years is, of course, partly responsible for these radical departures from tradition.

But even more important in their formulation is our basic concept of doing business.

Exquisite Form Brassiere, Inc., is in the *brand-name, volume, fashion* business.

This means, first, that it must advertise and promote—which it does to the extent of well over \$2 million annually, in television, magazines, newspapers and other media.

Second, it must produce and sell in sufficient quantity so that the economies of mass-production make a volume price possible for the high quality of product which can alone bring repeat business and build a brand name.

And, third, it must carefully market-test, before mass merchandising, the new styles and new designs which are constantly being developed to keep pace with changing tastes in women's wear. The essence of the fashion business is product change, and style mistakes are considered

to be a luxury which a volume house cannot afford.

Accordingly, the moment a salesman joins the force, the company has already equipped him with (1) the prestige of major brand name; (2) product the need for and acceptability of which has been pre-determined; (3) retailers and consumers pre-sold by substantial and effective promotion.

It is our contention that, at this point, business becomes people, that doing good business derives from understanding people. Successful sales management, as I see it, can be boiled down to three basic principles: *Hire right, guide right, provide the right incentives.*

It seems to be the fashion these days, when an executive discusses the qualities of the personnel he wants,

(continued on page 106)



Heinz' Second-in-Command

For 30 years Frank Armour, Jr. has been famous around H. J. Heinz Co. as a man who works long, long hours, then takes home a brief case of work. But this intensely human man (who has worked at *not* being a "big man" in his home town, Wellington Heights, Pa.,) is no greasy grind even though his application—coupled with a lively intelligence—paid off this month when he became executive v-p of his company. Second only to H. J. Heinz, Jr., Frank Armour has been successful in virtually every department of the company. For the past three years he's been v-p, USA operations for Heinz. He took his first job with the big food company in 1927 one week after he graduated from high school. He was a guide for visitors touring the plant in Pittsburgh. Within three years he'd worked in 18 different departments! Frank and Mrs. Armour work hard at community projects, are ardent rooters for their David, 12, who's a Little Leaguer. A Heinz executive said this about Frank: "If you were to ask 100 Heinz people what qualified Armour for this important new job you would get from 99 of them an answer something like this: 'Leadership. When you do something wrong he explains how you can avoid making the mistake next time. He doesn't scold. When you do something right he gives you the praise that has you charging around with enthusiasm.'"

Philip Morris' Marketing Man: He Began Selling By Influencing

Who should know more about selling than a salesman? Who should know more about why people buy than people themselves? It might just be that the answer to both questions is "a public relations man." And it might just be that such reasoning caused Philip Morris, Inc., recently to name George Weissman to the newly-created position of director of marketing—with the additional responsibilities of directing and coordinating sales, advertising, market research, packaging and public relations for "maximum consumer impact." George Weissman is, primarily, a crack public relations man. He's been associated with Philip Morris since 1948 when he was account executive with Benjamin Sonnenberg, publicity consultants on the PM account. But he didn't join PM until 1952, as assistant to the president and director of public relations. The following year he was made a v-p. George is a 1939 graduate of the Bernard Baruch School of Business of the College of the City of New York. He, his wife and their three children live in Port Chester, N. Y., from which George commutes, toting the proverbial bulging attache case.



THEY'RE IN THE NEWS

BY HARRY WOODWARD

The Go-Between

Dorothy Noyes, v-p of the New York advertising agency, Noyes & Sproul, Inc., looks like anything but a "career woman." Warm, pretty, greying, she's just been appointed special emissary of World Medical Association to help European medical groups evaluate and develop public relations programs—leaves in June for France, Italy, Denmark to practice more of her magic. Magic that has made her probably the outstanding woman in medical advertising and public relations. In '36, already successful in advertising, she helped establish the agency which bears her name. One of her first steps was the unheard-of formation of a clinical lab within the framework of the agency. Since then she's initiated, organized and carried through to completion 100 different research studies. Take frozen orange juice: No one knew if it would retain Vitamin C when frozen. Dorothy Noyes convinced the Florida Citrus Commission it was a question worth tackling. Then she got Yale Nutrition Laboratory to make exhaustive tests. Result: Research determined that frozen orange juice retains 98% of Vitamin C. Recently she wondered how much of his mail the average physician gets through. She contacted 10,000 MD's. And she learned that the average doctor spends only 32 minutes a day reading. She was the first president, Association of Medical Advertising Agencies.

GUY GILLETTE—LENSGROUP





Farm Nights Are



This year more than 350,000 people will attend the Sinclair "Farm Shows," now in their 20th year. The company can't measure its return in figures, but it is certain of the good will value . . . and what's more, Sinclair sales to the farm market are growing.

OKLAHOMA HOE-DOWN . . . It's part of one of Sinclair Refining Company's Farm Shows. The Shows have become as much a farm tradition as a Grange meeting. And out of them Sinclair has earned a warm spot in the hearts of farm families and good sales.

The lively pictures on these pages were taken recently at one of Sinclair Refining Company's famous Farm Shows. And they're typical of the more than 1,000 such entertainments sponsored by Sinclair marketers who handle the company's products. They're a slice of rural life that city slickers know little of—they're the farm family's "My Fair Lady." And they've generated so much good will for Sinclair that Farm Shows are as much a part of the company's promotional efforts as its national advertising.

For more than 20 years Sinclair has supplied its marketers and distributors—the men who sell the farmer in the 36 states of Sinclair's operations—with the basic materials for staging these Shows. (In Sinclair's operations marketers sell on

commission out of a Sinclair-owned bulk plant. Distributors have their own bulk plants.)

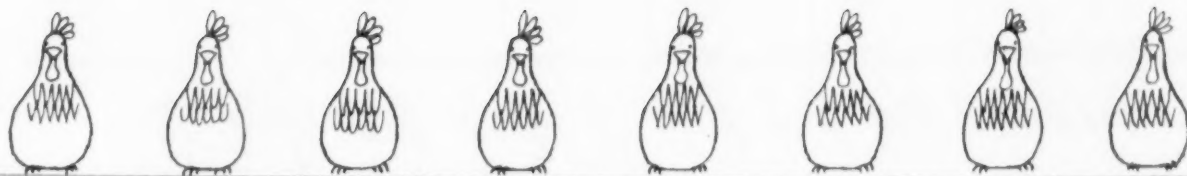
These Farm Shows are a salmagundi of door prizes, lariat-twirling, square dancing (sometimes on roller skates!), hillbilly bands, one-act plays and any other form of entertainment that might turn up. There's nothing sophisticated about them. The farmer's city cousins would probably label them fodder for the corn crib. But they're good, clean entertainment and they bring out potential Sinclair customers in droves.

Every farm uses gas and oil and oil products: Today the bulk of farms are machine-operated, equipped with tractors, reapers, milkers, trucks. And the Farm Show gives Sinclair marketers and distributors who serve the farmer a chance to say "thank you"

for his past business and to build good will and prestige with prospects.

These Sinclair marketers are helped along the way to a successful Farm Show by company headquarters. A Guide Book which provides a complete operating procedure is available as a working blueprint. Newspaper ads and handbills are arranged a week ahead of a show and so are spot radio announcements. Cost is shared by marketer and Sinclair on a 50/50 basis. Window placards and news releases to newspapers help get the ball rolling. And personal invitations assure a "good house." The hall or meeting place generally is a school auditorium, gymnasium or town hall—a place familiar to the farm family and close to home.

Next come arrangements for entertainment: Usually, and logically, lo-



Fun Nights In Sinclair's Rural America



SOMETHING FOR THE BOYS . . . and the girls. Against a backdrop of Sinclair pennants and posters these young farm folk run through a square dance on roller skates. Home talent always goes over best at these Farm Shows. As someone said, "The acts don't have to be professional."



DOOR PRIZES . . . Even the youngest get in the act at Sinclair's parties. Door prizes aren't fancy but they're numerous, they're useful and they give people a grand sense of participation. This lad has just won a wallet and if he had his way he would order only from Sinclair.

cal entertainers go over best. And often a square dance is held at the end of the program with high school bands providing the music.

Sinclair provides decorations to give the hall a lively look. Banners and pennants are designed for ease of suspension from beams. Attractive displays of Sinclair merchandise lend color and the portion of it to be given as door prizes is placed where people can see it clearly.

The Sinclair sales representative

(and frequently other company personnel) is on hand to help the marketer with the program. Sinclair dealers are always invited, always introduced to the audience. Guests receive registration tickets when they arrive. Ladies and the kids are given the tear-off, numbered type for door prizes. The men's have space for name, address, make and model of truck. Later, thank-you notes are sent to customers and calls are made on prospects who have attended the Show. Everyone

who comes gets the Sinclair Farm and Home Book—and sometimes a can of Sinclair lighter fluid and one of Sinclair household oil.

To get everyone participating there are balloon-blowing contests, pie-eating marathons and other old standbys. Then come the door prizes: They range from quart cans of motor oils to complete crank case refills and a grand prize of five gallons of oil. For the ladies there are household items, candy, cosmetics and the like. But



CAN HE USE IT? You can just bet your boots, stranger! It's another door prize and from the expression on this young farmer's face you know that five gallons of oil are almost as welcome to him as a summer shower.

the total investment is seldom over \$25.

Each marketer who has run off a Farm Show is expected to fill in a simple but graphic Farm Show Report. It gives details of the Show, including cost and the number of people

who attended. This way Sinclair keeps tabs on how its program is being received.

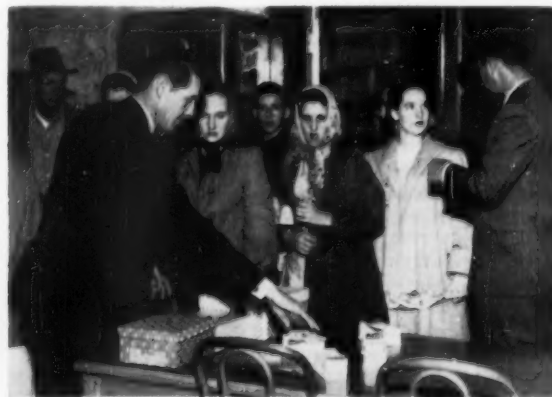
From the response it is obvious the Farm Shows are being very well received, indeed. During the last two decades Sinclair's farm sales have

steadily grown. And much of this success can be traced directly to the warm feeling farm families have for a company that has provided them with pleasant hours of entertainment. The Sinclair Farm Show will go on.

The End



SINCLAIR'S OWN . . . That's Bob Ryser, a Sinclair sales representative, entertaining the folks with his exhibition of tricks with the lariat. His act always goes over big and people seem to trust a salesman who does rope tricks.



SIGNING IN . . . Everybody is careful to register. Because the door prizes hang on the ticket stubs. The men also fill in a card with their names and information about their farm trucks. It gives Sinclair a good opening sales wedge.



What Companies Get the College Boys —And How Do They Do It?

By STANLEY E. SMITH

This careful look at recruiting activities at Colgate during the last several months shows that an attractive starting salary isn't enough to lure qualified men. One factor obviously has been heavily underestimated by many firms: the personality, knowledge, skills of the interviewer.

This spring, colleges across the nation were descended upon by swarms of recruiters for business and industry. Quiet campuses were transformed into lively market places as personnel men bid and cross-bid for this year's seniors. The intensity of the competition was reflected in the size of the starting salaries offered, up from five to ten percent over those of last year. The average graduate could expect to earn \$4,800 in his first year; many were slated for an income of \$6,000 or more.

Recruiters for sales and marketing personnel, by and large, aimed their biggest guns at the liberal arts colleges. [For reasons why, see box.] Some firms managed to snare the cream of the crop, while others had to settle for second and third choices, and many were left holding a near-empty hunting bag.

Business is beginning to realize that recruiters are no longer in the driver's seat. That position has been taken over by the college seniors themselves. During the past hiring season, which stretched roughly through March and April, it was not unusual for an outstanding prospect to receive as many as six or more excellent offers from top companies. A hand like that gave him the opportunity to sit back and contemplate his winnings while the recruiters fidgeted with their cards.

As a result, business is now forced to examine its own recruiting personnel and techniques to try to discover what inducements or persuasions are needed to lure top prospects into the fold. What is the most attractive bait to dangle before their eyes?: starting salary? . . . prospects of promotion? . . . extra benefits? Or do the personalities of the interviewers and their methods of presentation exert a greater influence over the boys?

Obviously, the answers to these

can draw some generalizations. Companies like Goodyear, Bauer & Black, Esso, IBM, New York Telephone, Procter & Gamble and Scott Paper, among dozens of other firms, have for years made Colgate a happy hunting ground. Like other colleges, it enjoyed more popularity than ever this year. For the approximately 125 seniors who were looking for jobs, an almost equal number of top-notch firms vied for the honor of signing them up. Many more had to be turned away for sheer lack of time and space.

Broken down into categories, here is how the companies interviewing sales and marketing prospects rated in starting salaries:

The "Ideal" Recruiter As The College Senior Sees Him

1. Is between the ages of 28 and 42.
2. Holds a responsible job with his company.
3. Has a thorough knowledge of the company's background and policies.
4. Is intelligent, well-spoken.
5. Is neat, well-dressed.
6. Is friendly, honest, sincere, sympathetic.
7. Is a broad conversationalist.
8. Has had interviewing experience—was not just drafted from another department of the company to do the job.

questions can only be given by the college seniors themselves. But before determining these answers, it might be interesting to see what the current practises are. From a survey taken at Colgate University, a small but highly regarded liberal arts college in central New York State, we

Appliance manufacturers . . .	\$5200
Building products	\$4800 +
Food, Clothing and Mail Order	\$4200
Industrials	\$4800
Rubber	\$4400-5100 (accelerated)
Oil	\$4800-5300
Paper products	\$4800 +
Pharmaceutical	\$5000-6000
Insurance	\$4200-4400
Soap	\$4200 +

The plus signs indicate substantial added inducements which may include a company car, preference of location, an option to buy company stock, a profit-sharing plan, bonds, bonus plans, fat expense accounts and the usual fringe benefits. The "accelerated" refers to a system by which a veteran, a more mature youngster, or a red-hot prospect starts at a higher salary and is advanced more rapidly than the average recruit.

Bare figures, however, do not tell the whole story, as recruiters for cer-

Why Liberal Arts Men Are Preferred For Sales And Marketing

BAUER & BLACK—We have shown a preference for liberal arts men, since our basic need is originally sales work, and selections are later made from these men for business management and supervisory positions. The liberal arts courses broaden and condition men to the many wide variations in humans and human behavior.

PROCTER & GAMBLE—The product of an outstanding liberal arts program is usually a versatile person capable of thinking logically in varied situations.

SCOTT PAPER CO.—They usually possess a broad insight into the problems faced by Scott salesmen, they are able to adjust rather quickly to the sales situation, . . . they have better than average verbal skills and human skills.

AMERICAN SUGAR—Almost all of our sales and marketing recruits are now taken from liberal arts colleges.

GOODYEAR TIRE & RUBBER—We are looking for people who have management potential and we think that the liberal arts graduate has a better chance of achieving that goal.

TIME, INC.—The perspective needed to understand a variety of marketing problems in a variety of different industries seems to be best gained in a liberal arts education.

LEHIGH PORTLAND CEMENT—We are looking for college seniors who have the capacity to think and reason in broad terms and, equally important, have the ability to express themselves clearly and succinctly, both with the written and spoken word. Our experience has been that a liberal arts graduate more nearly fits this pattern than do graduates of schools where the curriculum is somewhat more narrow.

A LARGE MERCHANDISER—The liberal arts man has developed some qualities to a finer edge:

- a. He has learned to think for himself.
- b. Usually he has a greater degree of flexibility not only in his thinking, but in his approach to others.
- c. His working relationships with other employees are usually smoother and more friendly than technically trained men we have hired.
- d. And lastly, we feel the varied backgrounds of these men and their experiences in the usually smaller liberal arts schools allows them to "project" their abilities better than men who have not had this type of training.

tain companies are quick to point out. Representatives of the Food, Clothing and Mail Order category inform prospects that although the starting salary is low, and earnings may remain low for several years, there are more jobs paying over \$15,000 in these companies than in other categories. One firm, for instance, has over 1,700 retail outlets, and the average salary of managers of these outlets is \$16,000. Another, with 550 outlets, quotes an average figure for managers of \$20,000.

Moreover, the average figures conceal unusual individual cases. Some outstanding seniors reach high above the average in the competitive bidding. In fact, the lengths to which some recruiters will go to secure a

top-notch approach the fantastic. In one particular instance, a boy was selected as a Rhodes Scholar and will be studying in England for two years, in addition to which he has chosen the ministry for his life's work. These obstacles notwithstanding, two prestige firms have offered him summer and vacation "jobs" in England in hopes that he will change his mind after the two years are up. Summer jobs for undergraduates, of course, have become a common means of attempting to line up good prospects on Commencement Day.

Today's seniors, however, are not so naive as some companies believe them to be. Neither starting salaries nor extra benefits have the drawing power that one might expect. One

Colgate senior received firm bids from General Electric, Bauer & Black, Socony-Vacuum, Chicopee Mills (Johnson & Johnson), IBM, Reuben H. Donnelley, A. T. & T., Linde Air Products (Union Carbide), and Vick Chemical. The company he chose was not the one offering the highest salary, or even the second highest. What sold him was the impression that the company with which he signed was not too large to lose sight of him, yet was moving rapidly; that the demand for the product he would be selling would not be affected much by an economic depression, and that there was a definite pattern of advancement.

Another much sought-after prospect expressed similar opinions. "I wanted the opportunity to become well grounded in a company," he said, "to get to know it so I know where I'm going. I like a more personal sort of touch than most of the companies seemed to offer."

Salary Ranks Third

These feelings were amplified by a survey taken of the entire group of interviewed Colgate seniors. Asked to rate the relative importance of certain factors in influencing their final decisions, they listed "promotion possibilities" and the "nature of the firm" as their first two considerations. Third on the list was starting salary, with extra benefits a poor fourth.

One of the most striking things to come out of the study was the prospects' impressions of the role played by the company representative, the interviewer. In answer to the question, "Did the appearance and manner of the interviewers convey to you any immediate impressions of their firms?", 81% of the applicants said "yes." "To me," commented one of the seniors, speaking for a large group, "the company was generalized by the interviewer."

Another student felt that the recruiters were looking for stereotypes. "I took a look at the interviewer," he said, "and thought, 'Am I like him, or could I be like him? Could I fit into the mold?'"

In many cases, it was obvious to them that they couldn't, or didn't care to, "fit into the mold." Some companies, unfortunately, do not have enough skilled interviewers to go around. Men are pulled from their regular departments to fill in during the recruiting drive. Occasionally, this works out well, especially when the man is drawn from the higher echelons. But very often results are most unhappy. Some of them not

BBDO BULLETIN



Climaxing one of the happiest anniversaries in Sheraton history was the recent opening of its new Philadelphia hotel. After nineteen years of steady growth, the Sheraton family now numbers 46 hotels in 32 cities. Also celebrating an anniversary is Sheraton's distinctive "magazine-poster" campaign — now in its fourth big year. BBDO Boston is proud to play a part in the continuing success of Sheraton, "the proudest name in hotels."



Big, bold and beautiful, this one-page ad does a three-way job for Armstrong Cork Company's Cushion-Eze[®]—the remarkable new flooring that cushions your steps with built-in air bubbles. First job was as a merchandising mailer to Armstrong dealers. Then, the ad went to work in magazines with a total circulation of more than 14 million. Now, as a retail display, the same ad helps keep Cushion-Eze sales rolling in stores throughout the country.



Peelabananana, eatabanana, drinkabanana—that's Bananaslang. And if awards are any indication, this campaign for United Fruit Company is a bananaslang hit. As a consumer series, Bananaslang was honored by *Esquire* magazine, and in *Advertising Age*. Adapted for trade papers, Bananaslang won a prize in the Associated Business Publications contest. True to the campaign theme, Banana readership has been "wholesome—and then some."



Newest number in American Safety Razor Corporation line bids to make children's home haircuts as universal as the Saturday-night bath. Supreme Electric Home Haircutting Kits include everything needed for professional results. Supreme Kit TV commercials feature *how-to-do-it* footage, stress the money-saving angle. TV time buys for Supreme include co-sponsorship with ASR veteran Pal Blades on a network and regional basis.

BATTEN, BARTON, DURSTINE & OSBORN, INC., ADVERTISING

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JUNE 7, 1957

kill the "price resistance" dragon!

put on this PREPARED SALES MEETING



title:

"Pride in Price"

Here, in one package, is everything you need to stage a hard-hitting sales meeting—at small cost and with extremely little preparation. Dramatic film highlights create deep, lasting impressions of successful selling methods. Used by leading companies the nation over. Effective for any type of business.

ALL FOR JUST \$35.00

COMPLETE TEXT — for step by step guidance. Contains instructions, remarks which you may read or improvise upon, questionnaires that reveal individual selling weaknesses, sales problems to stimulate discussion, summarized highlights and send-home follow-up material.



STRIPFILM — Illustrates, with realistic situations, how price is always relative to value. Demonstrates good selling techniques for overcoming price resistance.



SOUND RECORDING — narration by Harlow Wilcox puts the message across clearly, forcefully, convincingly.



ORDER NOW

Send us your check for \$35.00 now and save shipping costs (or we can bill you if you prefer). If material does not meet your need you may return it and pay only the small service charge of \$10.00 to cover the cost of handling, plus postage both ways.

BETTER SELLING BUREAU

6106 Santa Monica Boulevard
Los Angeles 38, California

only "don't look the part," but don't know enough about the background and overall operation of the company to interview effectively. Frequently, rapport with young men is lacking in these cases.

The experience of one company at Colgate this year provided a good lesson if nothing else. Two representatives were sent to recruit some outstanding seniors. The representatives held positions of responsibility in the company, but had never done this type of work before. Despite the fact that their firm is one of the most highly respected in the country, they failed in "getting through" to the prospects, and went away empty-handed.

It comes as no surprise, therefore, to learn that 94% of the applicants rated the interviewer's style of presentation as important. When pressed further as to what were the outstanding qualities of the interviewer with whom they were most impressed, "sincerity," "directness" and "knowledge of the company" were most frequently mentioned. Friendliness, good personal appearance and enthusiasm were also judged important.

"Only two out of the seven men I spoke with seemed to have a really honest approach," said one senior. "The others seemed more like propagandists, and the fellows resented this." Another commented that some of the companies sent young men who appeared to have a "spiel" down pat, but lacked background information when asked direct questions.

Asked for specific qualities of interviewers who impressed them adversely, the boys gave "cockiness" as the most common answer. Other faults listed were poor speech, the tendency to "put them on the spot," poor appearance and dress, insincerity, vagueness, and falsification of facts.

Recruiters conduct their private meeting with the seniors in different

ways, but in general there are two main approaches. Some like to get right down to business, while others prefer a "bull session" first, and business afterward. But what about the prospects? The survey shows that 57% prefer the "bull-session"-business formula, while 33% favor the "brass tacks" approach.

In addition to the individual interviews, most recruiters use other devices to inform or persuade prospects. Many companies, for example, go to great expense in publishing lengthy prospectuses and statistical data. It may be of interest to them that as far as college seniors are concerned, this money is largely wasted. Very few of the applicants read them, not because they don't want to, but because they just don't have the time. "Don't forget," one senior said, "this is our last semester of college, and there are reports to get in and a thousand other things to do. Besides, we should be able to get all of that information in the interview sessions."

What it boils down to, then, is this. In order for a company to recruit good personnel from the college ranks, it should have the following qualifications:

1. A starting salary roughly equivalent to, but not necessarily greater than, its competitor's. This also holds true for so-called "extra" benefits.
2. At least a tentative program for advancement, showing that a personal interest will be shown in the new employee's progress.
3. Interviewers or recruiters who match as closely as possible the qualifications of the "ideal" recruiter [see box].
4. An early date on the College Placement appointment books.
5. Plenty of just plain good luck.

The End

People who know ...

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- 3 Minutes from Grand Central
- Convenient to Fifth Avenue Shopping
- All Outside Rooms
- Radio; Television; Circulating Ice Water; Tub and Shower

Extensively Air-Conditioned

Hotel Lexington

HOME OF THE FAMOUS
'Hawaiian Room'

See your local travel agent or write Promotion Dept. for Brochure 152.

Near the United Nations

LEXINGTON AVE. at 48th ST., NEW YORK CITY, 17

Chicago—Dearborn 2-4432; Boston—Hancock 6-6625; Miami—Franklin 9-8331

EXECUTIVE SHIFTS IN THE SALES WORLD

American Hardware Corp. . . .

Richard G. Edwards, Director of Marketing, named v-p and Robert M. Cruise advanced to v-p, sales, Corbin Cabinet Lock Division.

Ampex Audio, Inc. . . .

J. W. "Bim" Farrow joins firm as Director of Marketing.

Anchor Hocking Glass Corp. . . .

John J. Renard promoted to sales manager, Package Division.

Batten, Barton, Durstine & Osborn, Inc. . . .

Charles H. Brower elected general manager and vice-chairman of the executive committee.

Clary Corporation . . .

George G. Alton appointed to newly created sales administrator post.

Crane Co. . . .

Joseph W. Greene elected v-p, sales.

Ford Motor Co. . . .

Thomas H. Holden appointed marketing operations manager.

Jomac Inc. . . .

Howard E. Eldridge elected v-p, sales, and a director.

Kentile, Inc. . . .

Donald H. Uffinger appointed general sales manager.

Lukens Steel Co. . . .

William E. Mullestein moves from general sales manager to v-p, administration.

Mittleman, John & Sons . . .

Harold Silverman named v-p, sales, advertising, promotion.

Morris, Philip Inc. . . .

V-p George Weissman becomes first director of marketing.

Quaker State Metals Co. . . .

H. Y. Smuck, general sales manager, appointed v-p.

Williamson-Dickie Mfg. Co. . . .

W. G. (Bill) Vaughn moves to general sales manager post.

Worthington Corp. . . .

A. Blair Powell named general sales manager of Mason-Neilan Division.

for **DEPENDABLE PACKING**

*safe and
secure*



Have Allied "Kleen-Pack" your china, glassware and other fragile objects. "Kleen-Pack" is Allied's registered trademark for the newest, *safest* method used in packing today.

CALL YOUR **ALLIED MOVER** ... he's the No.1 Specialist

Ask him for your copy of "Before You Move"—see your classified directory, or write Allied Van Lines, Inc., Broadview, Ill.



ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS



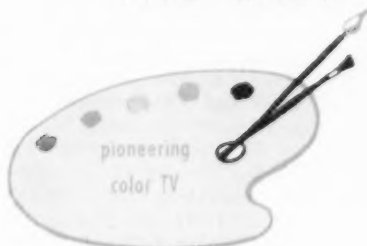


Like sire...like son

Among thoroughbreds, prized qualities are handed down from father to son.
In radio and television, too, championship can be transmitted within a family.

WKY radio is one of America's great pioneer stations. WKY-TV quickly achieved dominance in Oklahoma television. Now the same experience, skills, and resources have been extended throughout the WKY Television System, creating stations that clearly lead in their communities. Experience proves:
In thoroughbreds and in television advertising, it pays to choose a championship line.

THE WKY TELEVISION SYSTEM, INC.



WKY-TV Oklahoma City
WKY Radio Oklahoma City
WSFA-TV Montgomery
WTVT Tampa-St. Petersburg
Represented by the Katz Agency

Looking for a DEALER LOADER?

INLAND GLASS CARAFE SERVER

Fine instant-coffee maker and all-round pitcher—plus. Wide mouth takes ice cubes for cool drinks. Also tops for coffee, tea, luncheon soup—any hot drink.

22-carat gold decorations fused in heat-resistant glass. Brass-plated heating stand. Two 8-hour candles. Complete—only \$4.00. Price maintained.

Write us for dozens of other idea items.



Premium Division
**Club ALUMINUM
PRODUCTS CO.**
1250 West Fullerton Ave., Chicago 14

Looking for a CONTEST PRIZE?

INLAND CASSEROLE WITH WARMER

Popular, smartly styled table accessory. Milk white casserole is oven-proof. Attractive tripod warmer base is bright copper or jet black. Comes with two 8-hr. candles. Retail \$4. Price maintained.

Write us for dozens of other idea items.



Premium Division
**Club ALUMINUM
PRODUCTS CO.**
1250 West Fullerton Ave., Chicago 14

WORTH WRITING FOR...

Current Marketing Research

Five reports: Air Travel and Higher Income Families, showing in tables the income and occupational status of typical airline passengers departing from the Metropolitan New York Area on domestic flights; Market for Inboard Boats — growth of pleasure boating, types of boats, statistics on their maintenance, markets, and the importance of new developments and materials; The Market for Garden Supplies—sales in the garden supply industry and tables of comparative popularity of each type of implement and types of stores selling them; Market for Greeting Cards—sales and trends with emphasis on the growth over the past few years; The Market for Tape Recorders — tape recorders and magnetic tapes, their history, sales, markets and futures, with lists of manufacturers spending over \$5,000 for advertising tape recorders and \$1,000 for advertising magnetic tape in consumer magazines in 1955 and 1956. For your copies of these reports, write to John Stevens, Research Manager, The Curtis Publishing Co., Philadelphia, Pa.

Sales, Not Mergers

According to a report from the Chamber of Commerce of the United States, mergers accounted for only 6% of the assets growth of the 10 largest corporations between 1920 and 1955. Corporation expansion was the result of internal growth through sales in the competitive market. "The total amount of assets involved in recent mergers, the report reveals, 'has been too small to have any large or even significant effect on the structure of business generally. Because the largest companies have not been combining among themselves, there can have been no great changes in the structure of many industries and markets. . . . Stronger competition can arise from an acquisition which brings together medium-size firms from different industries. Such mergers can work to weaken the position of larger companies in both industries, or competition may be enhanced by alliances of smaller companies against the dominant firms of one industry.' For a copy of "Mergers—Report of the Committee on Economic Policy" (50 cents a copy), write to Emerson P. Schmidt, Director, Economic Research Department, Chamber of

Commerce of the United States, Washington 6, D. C.

Families with Children

In the years 1950-1960, U.S. child population will rise more than one-third, while total population is expected to increase only one-sixth — half as much. Births are expected to reach 4½ million per year by 1965, and will probably exceed 5 million annually by 1970. This is revealed in a new compilation of data on the movement and change in the nation's population. Included are population trends; distribution of population by family type; distribution of population by age of wife and family status; family distribution of children by age; number of children per family; projections of child population by age through 1965; projections of children by single years of age through 1965; population and children by region and state; 1955 registered births by state; 20-year record of U.S. marriages and births 1935-1955; distribution of expenditures for major products. For your copy of "New Information about Families with Children," write to Allison R. Leininger, Executive Vice-President, Advertising, *Parents' Magazine*, 52 Vanderbilt Ave., New York 17, N.Y.

Liquor Advertising

Advertisers of distilled-spirits brands spent a total of \$27,662,937 in magazines during 1956 to buy 2,890.46 pages of space, according to a recent survey of the liquor industry. In dollar volume there was a 1.7% gain over 1955 expenditures of \$27,195,220. In pages there was a 0.2% decline from the 1955 total of 2,894.84 pages. As in 1954 and 1955, the four magazines receiving the greatest volume of advertising from distillers were *The New Yorker*, *Life*, *Newsweek* and *Time* respectively. *Newsweek* rose from fourth place in 1955 to third place in 1956. *The New Yorker* received 511.74 pages of liquor advertising; *Life*, 237.25; *Newsweek*, 224.74; and *Time*, 219.69. *Cue* and *Esquire* followed with 194.58 and 156.65 pages respectively. These six magazines accounted for 55.2% of all distilled-spirits advertising. Vodka showed the most sensational rise with a 297.5% gain in page volume, jump-

ing from 34.25 pages in 1955 to 136.15 in 1956. Data include liquor advertising in magazines by pages, 1951-1956; shipments of domestic and imported distilled spirits into the U. S. market, 1956 vs. 1955; three-year expenditure trend of leading brands by major categories; magazine standing on liquor advertising, 1956 pages; 1956 revenue. For the full report, "How Liquor Advertisers Spent Their Magazine Advertising Dollars," write to Andrew Cullen, Research Director, *Newsweek*, 152 W. 42nd St., New York 36, N. Y.

If You're Moving . . .

This kit contains everything to make it easier. There is a check list especially prepared to provide the information necessary for efficient moving: 11 "do these things," 9 "do not do these things," 9 helpful suggestions for packing all your possessions. Included are a transit insurance plan; printed labels — "Do not move," "Fragile," "Contents"; change of address post cards; cards and envelopes for notifying friends. For your "Moving Day Kit," write to E. S. Wheaton, President, Wheaton Van Lines, Inc., P. O. Box 1518, Indianapolis 4, Ind.

Omaha-Council Bluffs Market

1957 consumer analysis offering market data on buying habits, brand preferences and store distribution. More than 100 product classifications are covered, including food, soap products, drugs and toiletries, beverages, tobacco products, automotive and household appliances. Some of the findings: The number of families in the \$3,999 and less income bracket went down 4.1% in 1957. A total of 48,156 families are now in the \$5,000 or more group. Among the 98,280 families in the Greater Omaha market 70.4% own their own homes. In 1957 the use of butter dropped to 60.2% from 63.2% in 1956. Use of margarine went up from 76.4% to 77%. Regular coffee showed a slight increase after five years of declining popularity, gaining .8% for 93.5% preference. Use of instant coffee went up only 2%. Maxwell House remained the favorite with 59.3% of the families reporting they liked it best. Use of cake mix dropped from 90.1% in 1956 to 85.5% this year. Automatic clothes dryers are gaining wide acceptance. For a copy of "The 1957 Consumer Analysis of the Omaha-Council Bluffs Market," write to Wayne L. Sams, National Advertising Manager, *The Omaha World-Herald*, Omaha 2, Neb.

JUNE 7, 1957

A Mayflower Move Is a Good Move!



Any man you move for your company is an important man in your organization. If he weren't, you wouldn't be transferring him. You'll find that your salesmen and sales executives have confidence in Mayflower when their move comes. Here, for instance, is a note we received from a recent customer whom we moved from Wallace, Idaho to Richmond, California:

"All the service was excellent. I would heartily recommend Mayflower, and I shall do it if the opportunity presents."

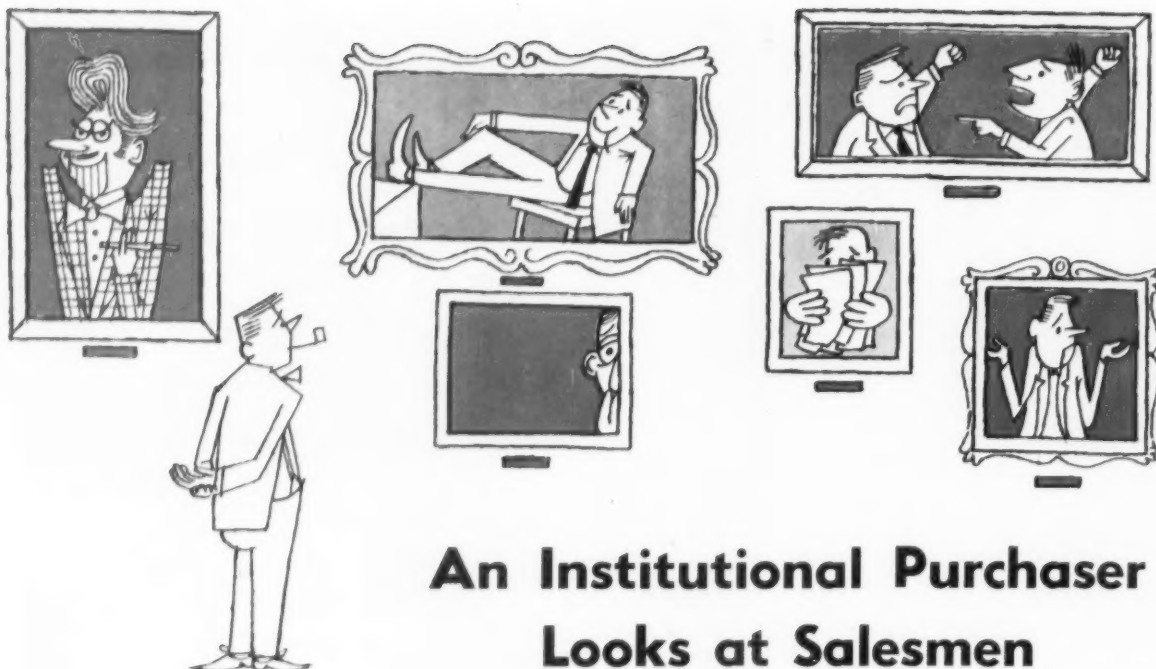
It's a mighty good move to call Mayflower for your personnel transfers . . . Just phone your nearby Mayflower agent for America's Finest Long-Distance Moving Service.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



**AERO
Mayflower**
NATION-WIDE
FURNITURE MOVERS

AMERICA'S FINEST LONG-DISTANCE MOVING SERVICE



An Institutional Purchaser Looks at Salesmen

By **DAVID S. GIBSON**
General Manager of Purchases
Worthington Corporation

Now this is a good question: Why don't we say Yes more often to sales presentations? I doubt that it's because we have hearts made of granite, or ice water in our veins. Possibly, instead, it may have something to do with the salesman's approach and his preparation—or lack of it—before he makes the call.

I think it is fair to say that purchasing is a function of rapidly growing importance in the business world. Managements are looking to their purchasing men for advice and guidance in management affairs. More and more, Management and Purchasing are becoming partners in business, partners in the quest for greater profit through more intelligent purchasing.

Selling and purchasing are two sides of the same coin. Together, they create the competitive market which is the keystone of free enterprise. Manufacturers today are turning out goods in immense quantities. Will these goods be sold? Will the consumer absorb all our production? The crucial point is not at the production line anymore. It is at the distribution line—which means the marketing and selling line. The salesman therefore holds the key position, because he is the link between the makers of goods and the consumers. A terrible responsibility rests on his shoulders. If he doesn't move all the goods American industry is producing, this country will be heading for trouble. Yet, if

my experience is typical, selling today is far from what it should be—or what it could be.

Put yourself on the other side of the desk, in *my* place. What will you look for in a salesman? How will you judge whether to buy or not? Will persuasive sales talk sway you? What criteria will you use to make sure the purchase you authorize is in the best interests of your company?

At Worthington, we have a simple four-point rule to guide us in our buying. One of the features that may interest you about this rule is that its points have comparatively little to do with the personality, eloquence or selling style of the individual salesman himself—although the factual material he presents and the reputation of his company are of utmost importance in reaching a judgment.

The four points in our program are:

1. Is the supplier a good company? By that we mean, is the company represented by the salesman well spoken of in business circles? Is it financially sound—not necessarily large, but a company whose assets and liabilities are in proper proportion? Has it ever been cited by the Government for noncooperation in adhering to Government rules and regulations?

2. Can the salesman meet our particular requirements and specifications

for such things as size, weight, speeds, efficiencies, materials, color, delivery and so forth?

3. Can the supplier render service, not only *after* he receives the order but even *before*? In other words, does his salesman keep us informed on product developments and improvements even when we have no specific requirements at the time? And, if we do buy the product and something goes wrong with it, does the supplier give us efficient service without a lot of quibbling and finger-pointing?

4. Price: This is evaluated in the light of the first three points in our buying program, plus other minor factors which may be given consideration, such as reciprocity or the placing of business with more than one source of supply. We try to make value, rather than price alone, determine our purchasing.

One hard fact we can all agree on is that the business world of 1957 is one of the most competitive we've ever known. That's all right: Where you have healthy business you will find healthy competition. And healthy competition does not in any way embrace price chiseling. The era of the old-fashioned purchasing agent who felt he must always chisel a price to do a good job, is fortunately fading away. At the same time, a good pur-



WCAU
PHILADELPHIA

means

loyalty

Philadelphians are never without WCAU Radio. In a 47-county, 5-state area, they listen to WCAU at home—on nearly 2 million car radios—and when they're away from home.

The fact is, 90% of all Philadelphians who go vacationing stay within WCAU's vast coverage area. This day-to-day impact delivered by WCAU makes every season a selling season for products and services.

You can count, then, on a larger, more loyal prospect list when you sell on WCAU.

WCAU

Philadelphia

RADIO

The Philadelphia Bulletin Station.

Represented nationally by CBS Radio Spot Sales.

By far Philadelphia's most popular station. Ask Pulse. Ask Philadelphians.

JUNE 7, 1957

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chaser is endeavoring to make a profit for his company by intelligent buying. Good purchasing managers won't indiscriminately pay price premiums that cannot be justified for materials and services. No buyer can reach down into the company's profits—which belong to the stockholders—and give money away to suppliers just because they happen to be nice people.

I wonder how many salesmen realize that when a purchasing department of a company can buy materials wisely at a 1% better-evaluated price, it is in reality adding to the profits of the company at the rate of \$1 for every \$100 purchased. Expanding that, where purchases total \$1 million, a 1% better job in buying represents \$10,000 extra profit. Similarly, \$50 million in purchases with a 1% better job means \$500,000 in cold cash saved for the purchaser's company.

And suppose that, instead of 1%, the purchaser does a 5% better job. On \$50 million of purchases that means \$2½ million of savings or extra profit.

Let me emphasize again that purchasing managers do not, and should not, consider price alone. A purchaser who tries to beat down price at every opportunity will eventually defeat his own end, because he won't get service when he wants it, and he shuts himself off from creative ideas and suggestions that salesmen might make to him if he were more cooperative.

Yet, alert purchasing managers can achieve important savings without price chiseling . . . by standardization . . . by intelligent modifying of specifications . . . by cooperating with salesmen in designing new products and equipment, or new ways to make old products. In fact, some of the finest improvements in purchasing have come about through intelligent and creative cooperation between a purchasing agent and a salesman tackling a problem together.

Naturally every salesman wants more orders. How to get them constitutes the art of selling. If I were a salesman—and in my company we talk to hundreds if not thousands of salesmen each year—I think I would pay special attention to these points:

Know your product and its proper application: That sounds obvious, yet the amount of time a purchasing man has to waste because salesmen don't know what they're talking about is appalling. A salesman's greatest asset to us is his product knowledge and it takes hard work to get that knowledge. A purchasing manager will bless any salesman who saves him time by giving accurate advice on the right

product selection and application. A good purchasing man will make use of that knowledge or see that others in his company do.

Salesmen become so wrapped up in the product they sell that they often forget to tell us about the company they represent: We want to know a lot about that company: its background and financial worth, number of employees, amount of money spent on research, and other facts that build up acceptance in the mind of the purchaser. After all, we have to justify to our own management the choice of supplier.

Salesmen waste too much time: The actual time you spend with a purchaser is a small part of the working day, when you consider your office work, reports, traveling and occasional waiting in the reception room—I hope very occasional. There's little place for idle conversation. The purchasing man has paper work too, sending out inquiries, tabulating and evaluating quotations, writing purchase orders and making reports. Salesmen should therefore come to the point, quickly, stay on the point and not get diverted. Strict attention to business is a fine thing in a salesman.

Proper timing pays off: If a purchaser wants to see a salesman, he wants to see him today or tomorrow, not next week. And, less experienced salesmen sometimes make their general calls too early in the morning, before we've had a chance to read the mail, or too late in the afternoon, when we're trying to get the letters signed and still make the car pool. A good salesman knows what to say . . . when to stop talking . . . when to ask for an order . . . and when to leave.

First impressions are important: When calling on a purchaser for the first time, the salesman can establish a good first impression by such things as:

- His approach: It should be friendly but not over-familiar.

- His manners: Some of you may recall the old-fashioned salesman who used to drag his chair across the room and sit down at your elbow—or lean on your desk and read your mail while you answered the telephone.

- Use of bad language or questionable stories is out.

- Neat appearance is important. Don't be overdressed, though, because most purchasers are wary of the flashy, racetrack type of dresser.

Find out the purchaser's problem:

The salesman will save time and may get himself an order if he gets all the facts bearing on the problem at hand before going into his sales talk.

Strange as it may sound to you, all purchasing men like to be sold: Why is your product any better than competitive products? Help the purchaser to justify in his own mind why he should spend his company's money with you. Do you really have the best? Why? Don't just recite a canned spiel. Have a pertinence and meaning to what you say, and show how the deal can mean savings and dollar profit for the purchaser's company.

Sometimes salesmen are not completely "sold" on their own products: This is obviously an untenable situation, not likely to produce an order.

Some salesmen are not dependable: Their word is not always their bond. Don't mislead by wishful thinking or exaggerated statements. If your shipment is bad, say so; don't let the purchaser expect something different from what he gets. If you don't have the answer to a question, admit it; then go find the answer. No purchaser likes to think he is being cultivated when he is only being trimmed.

Salesmen should never indulge in arguments: Remember, you may win an argument but lose an order.

Salesmen should always be good sports: Tempers or poise should not be lost along with an order. Remember, many call, many quote but few get orders because it is impossible to give business to everyone. Once the purchaser makes a decision, it is not wise to criticize the decision even if you don't agree with it. Being sour grapes today won't help your opportunities for tomorrow.

Finally, salesmen should sell the right people: In other words, find out who controls or influences the placing of business. Remember, however, the purchasing man can be your best friend if you will let him. If he does not control or influence the decision as to who is to receive a particular order, he can tell you who does.

We in purchasing try to buy efficiently and wisely. Sometimes we achieve that goal; often we do not. Yet all of us strive to develop friendships in the selling field and to earn the respect of salesmen.

Respecting and understanding each other's objectives in selling and in buying, we can all do a better job for the companies we serve. **The End**

How to be sure of swift shipping



Ed's heart was quite heavy 'cause shipping had slowed
And his boss used to ride him and add to the load



Eddie's walking on air now ... no longer depressed
His dependable shipping is **RAILWAY EXPRESS!**

The big difference is

No one can afford slow shipping! It costs too much money, wastes too much time, and loses too many customers! That's why shipment by Railway Express is such a good buy — you can always depend on speedy deliveries. And you get coverage no other company can match, for Railway Express reaches some 23,000 American communities. Now, with Railway Express' new *World Thruway Service*, you can speed shipments to and from almost anywhere in the world! So, whether you're sending or receiving, here or abroad ... always call Railway Express, the complete rail-air-sea shipping service.



Newspaper Advertising Continues Up

The nation's daily newspapers had a good year in 1956. National advertising volume was up 6.1%, for a total of three-quarters of a billion dollars (\$737,996,000) — exclusive of production costs and the manufacturers' share of co-op space. The data below show the 1956 dollar volume figures by classifications and the percent of change as compared to 1955.



Agriculture 15.2% \$16,105,000	Alcoholic Beverages 10.8% \$65,837,000	Amusements 5.6% \$1,545,000	Automotive 8.6% \$182,214,000	Confections 20.7% \$3,844,000
Educational 6.2% \$1,911,000	Groceries 9.7% \$149,011,000	Hotels & Resorts 9.6% \$15,753,000	Housing Equipment & Supplies 0.4% \$33,166,000	Industrial 34.3% \$18,832,000
Insurance 6.2% \$14,186,000	Jewelry & Silverware 7.4% \$1,919,000	Medical 3.2% \$24,439,000	Miscellaneous 89.6% \$32,836,000	Professional & Service 33.7% \$1,011,000
Publications 6.0% \$20,010,000	Public Utilities 2.8% \$17,758,000	Radio & Television 16.7% \$22,043,000	Sporting Goods 6.5% \$3,990,000	Tobacco 32.8% \$26,005,000
PICTOGRAPH BY <i>Sales Management</i>	Toilet Requisites 5.6% \$36,480,000	Transportation 10.3% \$39,511,000	Wearing Apparel 11.5% \$9,590,000	Sources: Bureau of Advertising, American Newspaper Publishers Association, and Media Records, Inc., New York, N.Y.



Grand Rapids City Zone now 281,977

and the PRESS covers
better than 4 out of 5 homes!

MICHIGAN MARKETS

Detroit	2,121,699
GRAND RAPIDS	281,977
Flint	257,475
Royal Oak	160,741
Lansing	143,567
Pontiac	124,751
Saginaw	106,628
Kalamazoo	89,213
Muskegon	87,819
Battle Creek	69,798
Jackson	64,355
Bay City	62,460
Port Huron	62,283
Ann Arbor	53,552

(ABC City Zone Populations)

The Grand Rapids market is booming in sales, zooming in population!

Your product can be sold here, thoroughly and economically, with a single newspaper . . . the Grand Rapids Press . . . the newspaper that is growing right along with this phenomenal market.

The Press offers you city zone coverage in more than 4 out of 5 homes. Total circulation of 114,793* is 63,954 more than any other West Michigan daily.

*ABC Publisher's Statement Sept. 30, 1956

WEST MICHIGAN'S LARGEST MARKET
CAN BE YOURS WITH YOUR CAMPAIGN IN

The Grand Rapids Press

"the best of Michigan"

BOOTH NEWSPAPERS

THE DAY CITY TIMES
THE SAGINAW NEWS

THE ANN ARBOR NEWS
JACKSON CITIZEN PATRIOT



THE FLINT JOURNAL
KALAMAZOO GAZETTE

THE GRAND RAPIDS PRESS
THE MUSKEGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Kuch, 260 Madison Ave., New York 16, MUrray Hill 5-2476; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillin, 785 Market St., San Francisco 3, Sufter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.



... If you have rather unusual talents as an orator, you are one of those rare birds who may be better off using no slides. ...

Should You Illustrate Your Talks?

We live in a visual age. The result is that many of today's audiences not only accept, but expect visual reinforcement of a verbal presentation. Yet, not everyone knows how to use such aids effectively. Do you?

By **JOHN E. DUNCAN**
Manager, Audio-Visual Programs
General Electric Co.

The more than 200 guests at the sales convention sat back expectantly. This was no ordinary speaker coming up, but a specially-imported-for-the-occasion authority.

In his opening remarks, our famed—if theoretical—guest speaker advised his audience that his talk would be accompanied by slide films to illustrate key points.

A flick of the light switch plunged the room into darkness; the speaker intoned the semi-legible words appearing on the projected image; the audience strained to see. As the talk progressed, they enjoyed the view of an occasional slide which was not only legible but functionally related to the subject at hand. They might have stayed with him until the bitter end, but when slide 12 remained on screen for 7 minutes, it was a little too much. From that point on, the only question was whether sleep had been induced primarily by the poker game the previous evening . . . or was the speaker really that bad?

Of course, this couldn't happen to you in your presentation . . . or could it? Let's face it. The lamentable fact is that you and I are witnesses to poorly planned, poorly illustrated presentations more often than we like to recall—and this is an age when the average businessman is called on

more than ever to meet, and conquer, his listeners.

A tremendous amount of time and training has deservedly been devoted in recent years to public speaking, effective presentation, and that entire area which embraces the art of standing on one's feet and, with due regard to delivery, style, change of pace, enunciation, and so on, charming or admonishing an audience. Far less attention has been given to effective use of illustrated material—particularly that most common of all visual forms, the lantern slide—as a means of aiding both speaker and audience. Here



... there is a wide range of artwork available to you. ...

are some useful suggestions in this neglected field.

When Not To Illustrate A Talk

There are a few exceptional circumstances in which it makes good sense to dispense with illustrations. We can examine these briefly.

Exception 1: If you have unusual talents as an orator, you are one of those rare birds who may be better off not to use slides or other illustrative material. In fact, you and the audience may find that slides are a distraction, that they detract from the force of your style and delivery. Now then, shall we quickly add that few of us fall within this category?

Exception 2: If your talk is of a philosophical nature, if it deals with abstract material, like policy-making, you'll do well to skip the illustrations. Ideas and concepts do not lend themselves to visualization. If you feel you must have visual support, you might settle for the cartoon technique *Fortune* magazine uses to enliven articles which may be a bit heavy.

Exception 3: If you are a confirmed "ad libber" or extemporizer, don't gamble with slides. The slide projectionist takes his cues from a copy



... the more approvals you seek ...
the more opinions you'll get. ...

of your script. If you depart freely from the script, the projectionist, left without cues, might well throw on slide 10 just when you were expecting slide 8. True, you could arrange to signal him by buzzer, but this method is a poor substitute for fixed script cues, and one unlikely to lead to a smooth presentation.

Exception 4: If the slide bears no direct relationship to the subject matter, don't let anyone talk you into using it for its own sake. And by no means let anyone talk you into showing something in questionable taste "just for a change of pace."

Why and When To Illustrate a Talk

Let's hope that these exceptions have not discouraged you from illustrating your presentation. They shouldn't have, because they are exceptions.

Here are cogent reasons why you should illustrate your talk:

1. We live in a visual age. We are constantly exposed to images through movies, picture magazines, tabloids, amateur photography, and, of course, television. In many if not most cases, an audience not only *accepts* but *expects* visual reinforcement of a verbal presentation.

2. Illustrations add impact to your speech. Correctly timed, a dramatic photograph or well-rendered piece of artwork has great force and helps you make your point with maximum effect.

3. Illustrations make your subject easier to understand. It's fine to talk about the new cam groove lever you've developed. But why not *show* it on a slide, so an audience really sees what you're talking about? (Of course, show the lever itself if it's big enough

to be seen, and not too big to be lugged on stage.)

4. Illustrations provide your audience with orientation. For instance, let's assume you're going to cover the four ways to increase sales this year. Slide reference to these four points will not only help guide your audience, but will clarify the material for them.

5. Illustrations are valuable as reference pieces. And too, long after your presentation, the investment you made in photography and artwork may pay dividends through their secondary use in promotional pieces, space advertising and other media.

How to Go About Illustrating Your Talk

Many speakers are sold on the idea of using illustrations but have a limited knowledge of how to get the job



... Make sure all lettering is entirely legible. ...

done, not to mention the techniques involved. Procedures are not complex, but they require that you work with people who have experience in this field. The do-it-yourself approach will prove either costly or ineffective, usually both.

Here's a step-by-step summary of what should be done. (Once again, let's confine ourselves to the use of slides.)

1. Draw up an outline of your talk. This will give you a pretty fair idea of how much time each area of your subject deserves.

2. Prepare a first draft. At this stage, do not concern yourself with detailed visual needs. Make a rough list of points you feel should be illustrated. Beyond this, you'll be better off to not have too firm ideas about illustrations.

3. Get acquainted with a man whose professional specialty is audio-visual planning and writing. He may be called an audio-visual writer or a presentation specialist. This is the person who, from now on, will be of help to you. Review your draft with him. Discuss the time and place of the presentation, length of talk, type and size of audience, type of facilities available, budget for illustrative needs, source material available, your own ideas about illustrations. This meeting should provide him with an opportunity to grasp the "feel" of the subject matter and the relative importance of various areas of the talk.

4. The audio-visual man, having read and re-read the draft, develops his initial ideas for illustrations and meets with the other key man who will influence the success of your presentation—the artist, or visualizer. Working as a team, these men develop the complete "visuals" for your talk, employing their combined knowledge of color, style, size, impact, techniques, and costs.

5. The proposed visuals are gone over with you. This gives you a chance to incorporate any revisions you've made in your speech, and to detect technical errors in the illustrations. In the course of this review, you and the audio-visual team should reach full agreement on the work. Additions, deletions, and changes should amount to no more than 10% at the outside.

6. The artist orders the finished illustrative material for each slide, making sure the "finished art" requirements are clearly understood by the assigned artist or photographer.

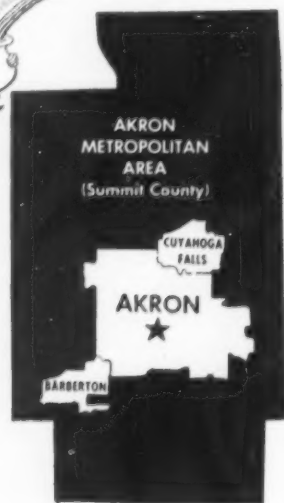
7. A few days later, the finished art and photographs are checked out by the audio-visual writer and artist,



... Make sure the text reference supports the slides. ...



R.O.P. COLOR



Does a Bigger Job in AKRON Biggest One Newspaper City in the Nation



Because only the Beacon
Journal covers this One
Billion One Hundred Sixty
Nine Million Dollar Market.

MEDIA COVERAGE OF AKRON METRO AREA

Media	Circulation	% Coverage
AKRON BEACON JOURNAL daily	132,934	96.5%
AKRON BEACON JOURNAL Sunday	126,165	91.6%
Cleveland Plain Dealer daily	13,760	10%
Cleveland Plain Dealer Sunday	8,342	6%
Cleveland Press daily	1,366	1%
Cleveland News daily	548	less than 1%

Add the smashing impact of color to give your products stand-out attention and *action* in the thriving Akron market. Black and one or two colors and full color are all available daily and Sunday in the Beacon Journal which ALONE provides complete coverage of the Akron Metropolitan and Trading Areas without waste.

AKRON BEACON JOURNAL

Ohio's Most Complete Newspaper

STORY, BROOKS & FINLEY, Representatives
JOHN S. KNIGHT, Publisher

and any complex renderings are reviewed by you.

8. All illustrative material is photographed, and transparencies are matted and mounted. The audio-visual writer inserts the cues in their proper place in the talk.

9. Slides are projected in a rehearsal of the presentation. Only minor changes in slide cues should be necessary at this point.

10. Now it's your turn to spellbind your audience. But before it's time for your speech, run through a rehearsal with the projectionist on the job and be sure he has a copy of your script. Don't make last-minute changes without notifying him.

Techniques of Slide Illustration

The steps outlined above need not be expensive or out of line with the presentation requirements. But the uninitiated speaker may ask why he should not save some of these steps by outlining his needs to the artist directly. The answer is that shortcuts such as this usually do a disservice to the speaker himself. Working as a team, the audio-visual writer and visualizer have a knowledge of slide techniques that even the most competent speakers would not contest. Here are some of the guideposts experience has taught them to follow:

Make sure illustrations are functional.

Make sure the correct art technique is used, considering subject matter, audience, etc.

Don't open or close a talk with a slide on the screen.

Group the slides — don't scatter them.

Determine the right length of time to keep each slide on screen.

Make sure the text reference supports the slide and vice versa.

Cue the slides for proper timing.

Determine the best-size slides for the facilities available.

Know when to use photography, when to use artwork.

Make sure all lettering is legible.

Make sure the slide is not too "busy."

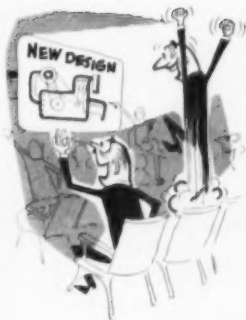
Choose correct colors to avoid "vibration."

Make sure the slides have a family resemblance.

Avoid too many "word" slides.

Examine possibilities of wide-screen slides, and other special effects.

SALES MANAGEMENT



... a dramatic photograph, or well-rendered piece of art work can have a tremendous effect. ...

Use horizontal not vertical illustrations.

Use the "build-up" technique when possible.

Plan for slide dissolves when possible.

Make sure the slide material reads from left to right.

Identify significant areas of each illustration when necessary.

All these elements are part of the skill possessed by the artist and audio-visual writer. By all means, take advantage of their know-how.

Costs for Illustrating a Talk

Costs for illustrating a talk cover three basic areas:

1. Man-hours required by the audio-visual writer and visualizer to develop and follow through on your total needs;

2. Cost of finished art;

3. Photographic costs for shooting, processing, matting, and mounting the actual slides.

Since these costs vary according to location, presentation requirements, budget, and other factors, it might be misleading to suggest specific dol-



... had sleep been induced by that poker game the previous evening, or was the speaker really that bad ... ?

The Do's and Don'ts of MOVING

by Noted Home Consultant

Bette Somers Malone



Moving is a serious problem for the woman of the house.

She worries about her prized possessions—her china, glassware, mirrors and fine-finished furniture... about her rugs, drapes, and upholstered things. And if the family is moving to a strange city, she'll be asking herself: "What is it like?"... "How about schools and churches and stores?"

Having moved millions of families, United Van Lines knows what help a woman needs when moving. A woman's help! And to fill this need, United offers the free advice of a distinguished woman moving consultant—Mrs. Bette Somers Malone.

With Mrs. Malone's help, your move is completely Pre-Planned... and carried out to the finest

detail by United's Master Movers. You are fully advised on modern procedures... how to arrange for coverage of your goods in transit... what determines the cost of your move. And if you want some facts about the city you're moving to, just ask Mrs. Malone.

If you are planning to move soon, write today advising Mrs. Malone the approximate date, where you are moving, how many rooms of furniture you have. She will send you a Pre-Planned Moving Kit containing helpful hints... change-of-address cards, carton stickers... any special advice you may request.

Write today... to Bette Somers Malone, Dept. SM, United Van Lines, St. Louis 17, Mo. No obligation.

United VAN LINES, INC.

UNITED VAN LINES (CANADA) LTD.

For Local and Long-Distance Moving, Look Under "MOVERS" in Classified Phone Book for Nearest United Agent

the sure way to get your SALES STORY inside the plant...



WHY? Because the REFINERY CATALOG has been the primary reference source of buying information in the refining-process industry for over 20 years. It is placed regularly in more than 8500 known buying locations, covering 98% of the industry's buying power.

Your catalog in the REFINERY CATALOG keeps your sales story on the job in the right places at the right

time, when buying decisions are being made. Usage surveys reveal that 86% of the industry buyers use the REFINERY CATALOG frequently, and 75% of these men prefer their data cataloged in the REFINERY CATALOG over other methods of cataloging.

Give your sales force a powerful assist by supporting your sales program with adequate data in the REFINERY CATALOG.

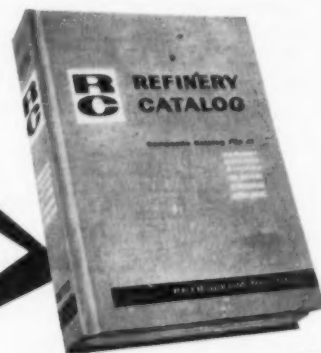
WRITE TODAY

on your company letterhead for your free copy of a 40-page booklet entitled "What To Put In Your Refinery Catalog Copy." Send requests to Sales Promotion Department, P. O. Box 2608, Houston 1, Texas.

THE REFINERY CATALOG A GULF PUBLISHING COMPANY PUBLICATION

World's Largest Specialized Oil Industry Publishers

Offices at: • Houston • New York • Chicago • Cleveland • Tulsa • Dallas • Los Angeles



lar figures. However, it will be worthwhile to consider how to keep costs down in each of these areas.

First, an understanding of the objective of the presentation by both speaker and those who are helping him will help eliminate extensive revisions, which in turn affect the illustrative needs. Literally hundreds of man-hours and dollars have been wasted because the speaker decided, in midstream, to start all over.

At the outset, the audio-visual writer can make an invaluable contribution by suggesting what does *not* need to be illustrated. Rare indeed are the talks which require illustration from start to finish. Moreover, a close second look will often reveal that you can get along with 25 slides instead of the 35 originally planned.

Charges per man-hour for artist and writer are a significant item (variable of course); but you must realize that they are saving you time you would otherwise spend on the job.

By all means, see if you can't be the sole approving authority. For sure as shooting, the more approvals you seek for talk and illustrations, the more opinions you'll get, the more changes will have to be made—and changes are costly.

Let's take a look now at the cost of finished art or photography that will make up your slides. This may account for a major part of your total slide preparation costs, so it's wise to remember that you can usually have photographs taken for much less than the cost of artwork.

Art Techniques Vary

You will ordinarily require some slides from finished art—whether straight lettering, bar graphs, cartoons, a rendering of a factory, or you name it. At the bottom of the cost ladder for finished art are illustrations made with chalk or charcoal pencil, speedball brush or photostated typewriter type.

Moving up the ladder you might use illustrations made with pastels on tissue; you might, if visuals are executed in color and with some detail, use these "comps" as your finished art.

If your presentation is directed at customers, or other groups outside your firm, you may want to invest in higher quality finished illustrations, type-set or hot-press copy, full color.

There is a wide range available to you. Final decisions as to what's best for the job should be based on com-

plexity of the artwork, dollars available, importance of the presentation, and nature of the audience.

It is possible to spend \$100 or more on an illustration for just one slide—and chances are that you'll need artwork this good about once every 10 years. The \$20-\$40 variety is more commonplace, and is usually of high quality and effectiveness. If this range seems high, remember that the artist cannot turn his work out on a lathe. He is a professional with considerable education and experience, and his charges are usually eminently fair.

Cost area three—the business of shooting, processing, matting and mounting slides—is the smallest item in the total cost figure. Again, charges vary with studio and location.

Perhaps the most important thing to remember is that you'll save money by using the standard 2" x 2" size slide wherever presentation conditions permit, rather than the 3 1/4" x 4" size. However, the latter size does permit better definition of image, and there are occasions when it's worth the additional cost.

If your next speech is supported by visual material, you won't need to be told whether the applause is for your talk or for the illustrations. It should be for both.

The End

Would more of your salesmen do better if they were emotionally mature?

Helping salesmen develop emotional maturity is but one of the many ways in which Research Institute's Sales Membership helps salesmen improve their sales performance under the pressure of today's competitive selling. Years spent in testing thousands of salesmen served to isolate the essential elements of successful selling... pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by them naturally.

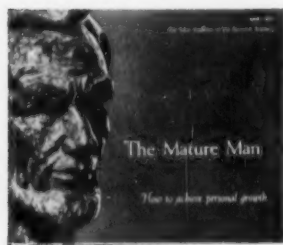
This new approach to sales development is different from anything you have ever seen. It is not just a sales training program. It is not a plan designed to *replace* anything you are doing now. It is simply a way to help you cut sales costs and squeeze a little more profit out of everything you are doing now.

See for yourself; send for the free sales analysis

*"The Mature Man...How to Achieve Personal Growth"
that helps salesmen develop promotional maturity.*

The enthusiastic response that greeted this typical R.I.A. sales analysis clearly demonstrates the importance of the simple premise that every business executive understands so well—that everything a salesman does and says; his personal management, his ability to get along with others, to win the confidence and respect of his customers—in fact, his sheer ability to sell—depends in large measure on his level of emotional maturity. This analysis turns the salesman's attention to a searching appraisal of himself and his emotional maturity—encourages insight into himself and others, shows him the way to personal growth. A copy is yours for the asking; the coupon is for your convenience.

Research Institute's new method of developing in salesmen the desirable qualities that make them more profitable producers, gets down to basics like emotional maturity.



**WHAT
R.I.A.
MEMBERS
SAY:**

"...one of the finest analytical pieces that I have seen..." **General Agent**

"...just about the finest handling of that difficult subject I have ever read. Sincerely appreciate receiving it." **Salesman**

"I have just finished reading 'The Mature Man' and want to compliment highly all those responsible for it. It is one of the most illuminating and inspiring messages I have ever read." **Salesman**

"This is only one person writing a few lines but nevertheless I want to congratulate you on 'The Mature Man' which arrived today. Unfortunately, it's a rare occasion when an article with such depth arrives in this salesman's mail." **Salesman**

"Have just finished reading the book 'The Mature Man'. You may be sure that I will read it many more times and will carry it in my briefcase at all times for future reference." **Sales Representative**

"For the past couple of years we have enjoyed the consultation of the New York and Chicago firm who have been assisting in coaching our executive staff and all our senior management people in the notion of self-perception. Your article was a satisfying distillate of what we have been trying to learn and it couldn't come at a more opportune time." **Director of Personnel and Public Relations**

"Should prove of vital benefit to all members... helping an employee achieve personal growth ultimately benefits the company..." **President**



**Research Institute
of America**

SELLING AND MERCHANDISING DIVISION
589 Fifth Ave., N. Y. 17, N. Y. • PLaza 5-8900

Research Institute of America
Selling and Merchandising Division, Dept. 31
589 Fifth Avenue, New York 17, New York • PLaza 5-8900
☐ Please send me the free Sales Analysis 'The Mature Man'.
I'd like to hear more about how other companies with
sales forces about the size of ours use your new sales
development plan to improve their own sales programs.
(We have [] salesmen.)

Name _____
Title _____
Company _____
Street address _____
City _____ Zone _____ State _____

IN SUMMER SELLING, TOO—THERE'S A SOUND D



Summertime . . . and the sellin' is easy, especially with WBC Summer Service Songs to air-condition audiences in the big, sunny markets beamed on by WBC Radio.

WBC has a raft of Summer Service Songs built to waft *your* warm-weather story onto the patios and into the pocketbooks of *one out of every five people in America!*

We've got songs on where-to-go, what-to-do,

fishing, boating and the like . . . and, of course, weather and traffic info around the clock. Served up with your spiel, they make wonderfully light summer sales snacks.

Baseball? WBC plays ball. Coverage varies from station to station, but wherever there's WBC Radio (and shh . . . tv, too!), there's the Great American Game drawing fans as loyal to WBC and the products we advertise as they are

ND DIFFERENCE ON WBC RADIO!



to the rookie who got an early shower yesterday.

Yes, there's a *sound* difference on WBC Radio, and in the heat-beating way WBC pitches summer hiatus right into oblivion. Get the hot scoop on why . . . in the good ol' summertime . . . no selling campaign is complete without the WBC stations. For a hand in paddling your sales canoe this summer, call A. W. "Bink" Dannenbaum, Jr., WBC VP-Sales, MUrray Hill 7-0808, N. Y.

**WESTINGHOUSE
BROADCASTING
COMPANY, INC.**



RADIO

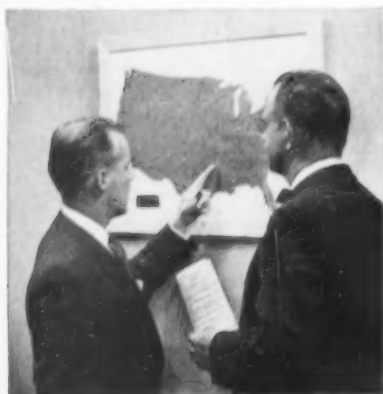
BOSTON, WBZ-WBZA
PITTSBURGH, KDKA
CLEVELAND, KYW
FORT WAYNE, WOWN
CHICAGO, WIND
PORTLAND, KEX

TELEVISION

BOSTON, WBZ TV
PITTSBURGH, KDKA-TV
CLEVELAND, KYW-TV
SAN FRANCISCO, KPIX

WHD represented by A M Radio Sales
KPIX represented by The Katz Agency, Inc.
All other WBC stations represented by
Peters, Griffin, Woodward, Inc.

Looking for More Sales?



Here's How AMERICAN CHAIN of WAREHOUSES Can Help You!

► In 76 major markets from coast-to-coast there is a member of American Chain of Warehouses. Each, a leader in its market, offers you the finest and most complete public warehousing and distribution services. They bring your products near your customers, shorten delivery time, maintain your stocks, increase your sales. Amazingly efficient and economical!

For Distribution Costs



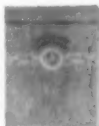
CALL NEW YORK: John Terreforte, Eastern Manager, Plaza 3-1234, or write to 250 Park Avenue, New York, New York.

CALL CHICAGO: Henry Becker, Western Manager, Harrison 7-3688, or write to 53 W. Jackson Blvd., Chicago, Illinois.



CALL LOS ANGELES: C. E. Jacobson, West Coast Manager, 4419 W. Peco, Webster 3-8507, Los Angeles, California.

CALL NEAREST MEMBER: Any member of American Chain of Warehouses can give you distribution costs in any marketing center. Find name of your nearest member in



FREE MEMBERSHIP DIRECTORY

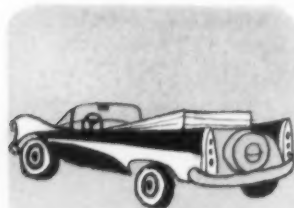
Write for your copy to John Terreforte, 250 Park Avenue, New York, N. Y.

**AMERICAN CHAIN
OF WAREHOUSES, INC.**

A Nationwide System of Public Warehouses



Every Link A Strong One



Is Selling Abusing Its Welcome?

"Why do men think of a mistress," asks Vance Packard in his new book, 'The Hidden Persuaders,' "when they see a convertible in a show window?"

This is just one of the questions for which Packard seeks the answer as he probes what marketing people do to make people buy, believe—and even vote. But Packard concludes that sales-advertising techniques "definitely raise questions of a moral nature that should be faced by the persuaders and the public." For example:

What is the morality of the practice of encouraging housewives to be nonrational and impulsive in buying the family food?

What is the morality of playing upon hidden weaknesses and frailties—such as our anxieties, aggressive feelings, dread of non-conformity, and infantile hang-overs—to sell products? Specifically, what are the ethics of businesses that shape campaigns designed to thrive on these weaknesses they have diagnosed?

What is the morality of manipulating small children even before they reach the age where they are legally responsible for their actions?

What is the morality of treating voters like customers, and child customers seeking father images at that?

What is the morality of exploiting our deepest sexual sensitivities and yearnings for commercial purposes?

What is the morality of appealing for our charity by playing upon our secret desires for self-enhancement?

What is the morality of developing in the public an attitude of wastefulness toward national resources by encouraging the "psychological obsolescence" of products already in use?

What is the morality of subordinating truth to cheerfulness in keeping the citizen posted on the state of his nation?

The Hidden Persuaders, by Vance Packard, David McKay Company, Inc., \$4.

IN SEATTLE THE SEATTLE TIMES Reaches **7** out of **9** newspaper reading homes, including **375,680** people not reached by any other Seattle newspaper.



**IT
WOULD TAKE
5,367 SCENIC DOME
CARS TO CARRY
THE EXCLUSIVE READERS
OF The Seattle Times**

(Based upon "Scenic Dome" car capacity of 70 persons)

Imagine 5,367 Scenic Dome cars. In these cars are 375,680 of your Seattle customers who read *no other Seattle newspaper*.

Any advertisement in Seattle falls short of covering the Seattle market by 117,400 family homes unless scheduled in *The Seattle Times*.

In every income group—*The Seattle Times* provides dominant coverage of Seattle.

Our new 1957 Circulation and Duplication Study and Report of Seattle newspapers will show at a glance how *complete*—how *influential*—this coverage is. If you haven't a copy, ask your O'Mara & Ormsbee man, or ask us.



The Seattle Times

Member of Consolidated Consumer Analysis Group
SEATTLE'S ACCEPTED NEWSPAPER

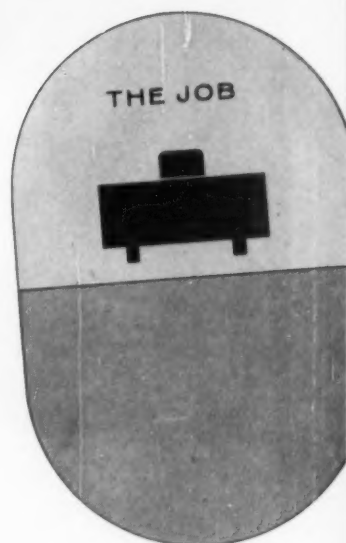
REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco

Member Metro Sunday Comics and Metro Rotogravure Groups

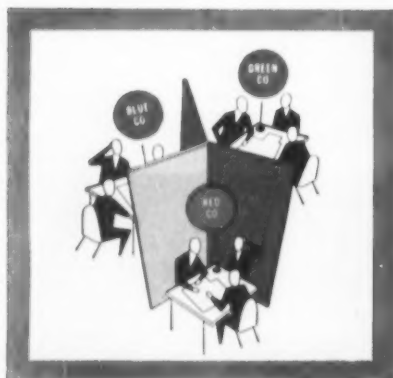
action in

TRAINING FUTURE SALES LEADERS



"Then there's the matter of planning strategy: the individual customer company. 'Must we w the Superduper Corporation's stubborn part... be asking b

*In one month, 411 business firms
purchased 6176 reprints of this article from*



HOW TO BUILD KNOW-HOW FAST. A new training tool—a "game" which simulates realistic management problems—compresses years' experience into hours. This article describes its rules, reports its exciting potential. Page 34, May Nation's Business.



FEDERAL GRANTS THREATEN STATES' STRENGTH. This penetrating analysis dissects the rise in federal grants, analyzes their inherent dangers to a federal governmental system, suggests how to avoid the traps. Page 29, May Nation's Business.

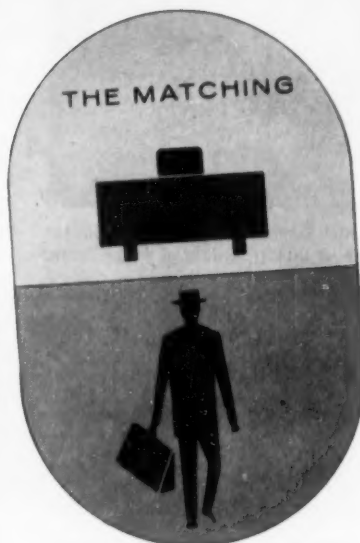


HERE'S WAY TO CUT COSTS. Any business can trim costs if it (1) approaches the problem properly; (2) sets up a rational, workable program; (3) knows where to look for economies. This important article shows how. Page 116, May Nation's Business.

business



Five basic functions recur in practically every job description. They are: Recruiting and selection of salesmen, training of salesmen, supervision and control of salesmen, planning, communications. Here's a look at each one in detail.



Good direction starts with good planning. A good district manager helps a salesman plan intelligent coverage of his territory, which means effective and economical allocation of his time.

"Some salesmen allocate 70 or 80 per cent of their time to prospects which produce 15 per cent of the business," says Robert Baumann of Cressap, McCord & Baumann.

Nation's Business

More sophisticated customers, increased stress on selling, a complex market . . . these factors are putting greater emphasis on the key man in the field: the district sales manager. In "Training Future Sales Leaders," the editors of Nation's Business focus on the man, the job, and the training that matches one to the other.

In one month, 411 business firms purchased 6176 reprints of this article, indicating that Nation's Business has spotlighted an area of vital current importance to business owners. The orders have come from top executives of national and regional firms. They have come from businesses of every type all over the country.

Nation's Business has the big circulation you need to reach America's expanding business market. Its circulation among business owners alone is greater than the combined total circulation of the next two

business magazines. Of its 779,000 subscribers, 550,000 are owners, partners or presidents in manufacturing, banking, retailing, wholesaling, construction, transportation.

The editorial concentration of Nation's Business — on national issues, business leadership and government problems — matches the basic interests of these ownership-motivated men. That is why it is read so thoroughly . . . and why advertisers find it so productive. Advertising linage for the first five months of 1957 is 19.1% above that for the same period of 1956—17 consecutive issues have shown a linage gain. Action in business results when you advertise to the men who own American business . . . in Nation's Business.

Reprints of
"Training Future Sales Leaders"
available on request.

Nation's Business

779,902 PAID CIRCULATION
(A.B.C.), including 75,154 executives of business members of the National Chamber of Commerce and 704,586 businessmen who have personal subscriptions.

ADVERTISING HEADQUARTERS:
711 THIRD AVENUE, NEW YORK 17, N.Y.

Washington • Chicago
Philadelphia • Detroit • Cleveland
Los Angeles • San Francisco



SOMETHING TO SHOW TO THE FOLKS: Ardie Garnich, Admiral distributor in Ashland, Wis., one of the winners, with one of his trophies, a water buck.

African Safaris Are Top Prizes In Admiral Distributor Contest

... and the unusual nature of the prizes provided the promotional theme. Here's a quick look at the way interest was sustained, and how company handled details of transportation, guides, and gear.

Sun-tanned and full of stories about the African bush country, four distributors of Admiral Corp. (Chicago) products returned recently from a 21-day safari in Kenya. They made the trip as top-prize winners in a contest devised by Admiral to bolster the lagging market last autumn.

Admiral concedes that 1956 was a rather poor one for manufacturers of television sets, radios and appliances. The company feels that intense distributor interest in the contest helped it fare better than its competitors. Winning distributors drew an extra bonus: Excellent public relations were developed in their home territories, where they've received many requests to talk about their experience and show pictures of the trip.

Winners were: Dr. John J. Kirby, a dentist heading Treasure State Gas and Electric Co., Butte, Mont.; John Hill, Lee Wholesale Co., Kansas City, Mo.; Ardie B. Garnich, E. Garnich & Sons Hardware Co., Ashland, Wis., and Edward C. Brauning, American Sales and Distribution Co., Columbus, O.

These men bagged (in addition to high unit sales): three elephants, three buffaloes, four zebras, three wart hogs, two lions, one leopard, two hippos, lots of small game. Ardie Garnich landed an 87-pound Nile perch. All hunted with guns except Brauning; he made the trip solely to take pictures.

Journeys International, foreign travel division of Happiness Tours, Inc., arranged the safari as well as transportation from Chicago to Africa and return. Leaving Chicago via American Airlines for New York City, the party boarded a Pan American Clipper for Rome, where a short stop was made to see the "Eternal City," and continued via British Overseas Airways to Nairobi, Kenya, for the 21-day hunt.

Details of the safari were under the direction of Col. Eric Noonan of Journeys International. Every provision was made for the safety and comfort of the Admiral distributors. Double sleeping tents with bathroom and veranda attached, dining tents, linen, lamps, water filters, radio, re-

frigerator were part of the equipment. The safari included two additional hunters, native gunbearers, skinners, drivers and personal servants. Special rifles were provided besides the personal arms carried by the men.

Each winner had a license to bag one lion, buffalo, etc. Arrangements were made for securing unusual camera shots.

The Admiral Sales Safari Contest started in midsummer, ended in the fall. It was organized this way: The country was divided into eight sales or "hunting" districts bearing African names (Kenya, Tanganyika, etc.). Each distributor salesman was enrolled as a member of his safari after securing a "hunting license." These attractive, wallet-size cards, with a typical African safari scene, authorized the holder to "launch his own personal safari into the jungles of neon and concrete." License applications were sent in by the distributor, "Game Commissioner" for his colony or district. The license was signed by "Chief Game Commissioner" at Admiral's Chicago headquarters and had to be renewed each of the 12 weeks the contest was in progress.

Distributors received colorful promotional kits featuring the African safari theme: "A journey to adventure." Kick-off meetings were held in an African setting, with palms, spears, and jungle drums creating a safari atmosphere. Admiral supplied colorful wall charts on which the weekly activities of individual salesmen were recorded.

To give participants a "sales thrill-a-minute," a weekly "Sales Safari" was staged for each of the 12 weeks. Three prizes chosen by the distributor were given in each of the districts or colonies; winning salesmen were selected on the basis of percentage of quota filled. Each salesman of the winning distributors also received a prize.

An intensive consumer promotion was keyed to the sales contest. In addition to newspaper and magazine advertising, special dealer promotion display kits and a jumbo zoo collection were available to distributors.

To keep the contest at "jungle fever" pitch, the "blind bogey" system was used: five scattered weeks, picked by secret drawing from the 12, were designated as the decisive ones; sales in these five weeks determined the contest winners.

Only drawback in offering such an extensive trip as a prize, Admiral officials feel, is that it takes distributors away from business for too long a time.

The End

**Get more
than 45%**

(of Iowa's Drug Sales Potential)



**WHO gives you Iowa's
Metropolitan Areas (45% of Drug Sales)
... PLUS THE REMAINDER OF IOWA**

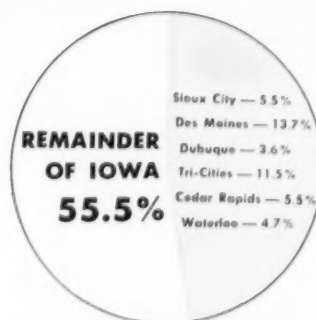
**Iowa has six Metropolitan Areas,
which, all combined, account for
44.5% of the State's total
Drug Sales. The remainder
of Iowa does 55.5%!**

Quite a number of radio stations can give you high ratings in ONE Metropolitan Area. WHO gives you high coverage in virtually ALL the State's Metropolitan Areas, plus practically the REMAINDER of Iowa, too!

FREE MERCHANDISING!

WHO Radio maintains one of the nation's most comprehensive and *successful* FREE merchandising services in 350 high-volume grocery stores for FOOD advertisers who buy \$300 gross time per week; in 250 high-volume drug stores for DRUG advertisers who buy \$250 per week. (A \$200 Food plan is also available.) Ask us—or PGW—for all the facts!

WHO Radio is part of
Central Broadcasting Company,
which also owns and operates
WHO-TV, Des Moines
WOC-TV, Davenport



IOWA DRUG SALES
1956 Consumer Markets Figures

WHO
for Iowa PLUS!

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager
Robert H. Harter, Sales Manager



Peters, Griffin, Woodward, Inc.,
National Representatives

To woo the millions, a package designer
combines technical skill, art, salesmanship,
psychology...and an understanding
of everyday people.



Every customer is beautiful

It's easy to become involved with markets at the expense of people.

Orders come from human beings. Not statistics. Nor glamorized stereotypes. Individuals. With their own special qualities, some of which just won't fit into neat classifications.

Every good salesman knows this. It is why selling, scientific though the approach may be, is still an art.

Packaging for sales, without taking away from its scientific techniques, is an art, too. The designer of a successful package is technician, salesman, artist . . . and, above all, someone who knows people and what makes them tick.

Keep the spotlight on the package ... not the designer

Probably you couldn't pick your customers out of a crowd. Neither could you spot package designers. They are good designers for you not because they are male or female, veteran or youth, self-made or Ivy League, "artistic" or penny-conscious . . . but because they have that perceptive combination of talents that enables them to make your package move people to favorable action.

We'd be happy to have you meet our designers. Happier, to have you examine the packages they have created. Happiest, to have you talk to the Lassiter clients whose packaging awareness is reflected in their sales increases.

Starting point

We have an interesting item: a Package Evaluator that really works when you play the game fairly. It's even been known to suggest new packaging perspectives. Send for it.

LASSITER 
CORPORATION
350 FIFTH AVENUE • NEW YORK 1, N.Y.

EXECUTIVE OFFICES: Charlotte, N. C.

DIVISIONS: Atlanta, Ga. • Chicago, Ill. • Cheltenham, Pa. • Greensboro, N. C. • Danville, Va.

Designers and Manufacturers of Packaging in:

Cellophane • Polyethylene • Acetate • Paperboard
Mylar • Foil • Laminations • Vitafilm • Paper

Persuasive Packaging

Supers move packaged freezer, refrigerator bags

Key to chain buyers' acceptance of plastic freezer and refrigerator bags by Arctic Products Co. (N. Y. C.) is the packaging. Combination cellophane-polyethylene film takes rough handling in stride; five-color flexographic printing draws the shoppers to the merchandise. Design and printing by Lassiter.



Package is also a production time-saver: automatic packing is combined with hole punching (for hanger-type displays), halves previous hand-packing time.

Test Mylar® hosiery package

New hosiery bag for Fruit of the Loom nylons is currently being

tested by Diamond Mills, New York. Made of 1/2-mil heat-sealable Mylar, the bag allows glass-clear view of the well protected hosiery. Lassiter points to steadily dwindling cost differential between Mylar and other films . . . offers to cooperate on production tests with packagers.



"Superman" successful cookie salesman

Lassiter's "Superman" franchise package is paying off for another regional food processor, this time a baker. Perfect Foods, Inc., Lansdale, Pa., reports good reception for its Superman Cookies.

"Superman" is available to food, produce and soft goods packagers on an exclusive territorial basis.

The multi-color package can be adapted in size, design and type of package to meet individual needs.

Contact your Lassiter representative for details and case histories.





Copies in Jig-Time: Lewis-Shepard Speeds Up On Sales Communications

Problem: So many people, so many departments, need copies of orders, directives, product specifications, price changes and other sales intelligence. And they need them fast. This materials handling company has now found a better way to produce them.

It's costing Lewis-Shepard Products, Inc., Watertown, Mass., less money these days for a more comprehensive communications network between its central sales office and field salesmen. And customers are getting better service.

Lewis-Shepard, manufacturer of materials handling equipment, distributes through 46 sales offices servicing some 60,000 customers. There are 12,000 separate items in the firm's 7 main lines of equipment. Until recently, keeping tabs on sales and customer needs was a formidable task for its central sales office.

It was a time-consuming (and money-consuming) operation to provide salesmen with all the information required for them to do a good job. Lewis-Shepard recognized the desirability of an improved method for supplying its representatives with

such essentials as customer correspondence, new spec sheets and inter-office executive communications. It hoped to effect savings by freeing the stenographic pool from the task of typing additional copies.

The Lewis-Shepard sales office keeps a card file of its 60,000 accounts. Each time a customer buys a fork truck or some other materials handling item, the sale is recorded on the customer card, with the date, quantity and other specifications noted. These cards supplement information kept by the field sales offices.

When a new salesman is assigned to a territory, or two or more salesmen exchange territories, customer cards must be provided the former, or exchanged between the latter. If the file is incomplete, the central sales office mails a set of the missing cards to the new man to bring him up-to-



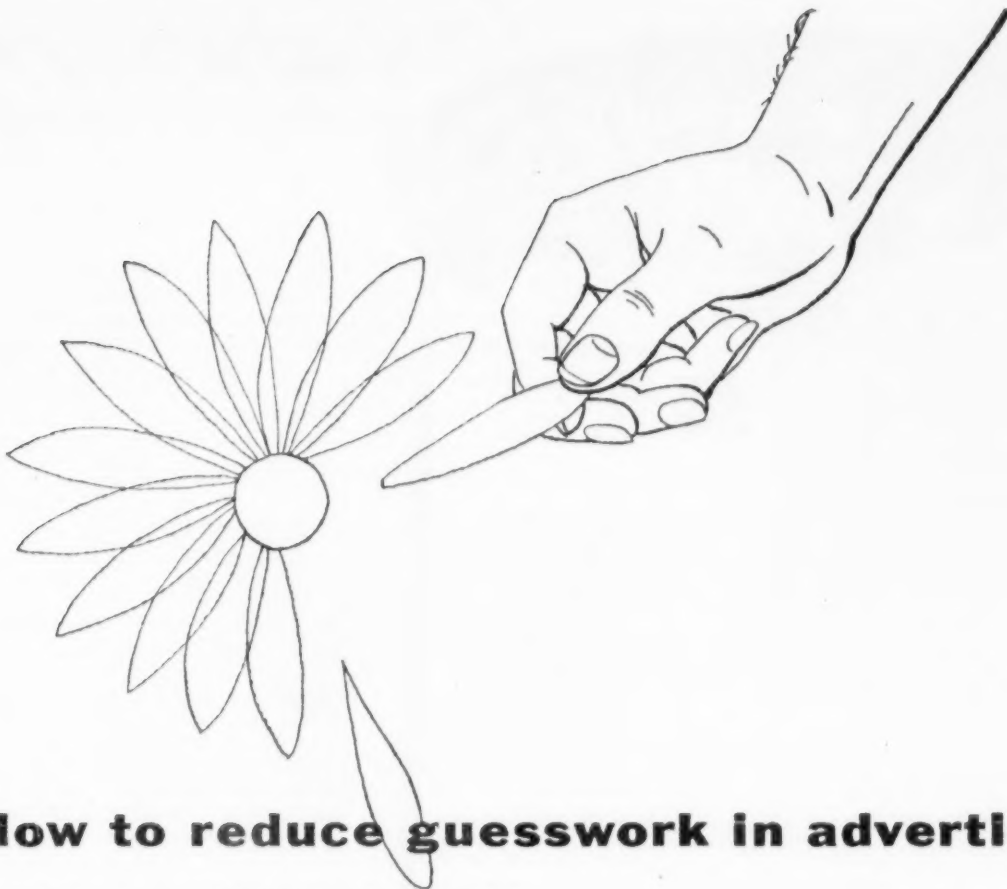
TYPICAL PROBLEM: A salesman is assigned to a new territory. To provide all he needs to know about his customers, control cards for the area are pulled from the central files. They show who bought what, model number, price, date, perhaps other data.



IN MINUTES, COPIES: Cards are turned over to office boy who operates photocopy machine. This job used to be a time-consuming chore for the girls in the stenographic pool. Also, the typed cards had to be proof-read.



INTO THE MAIL: The salesman involved gets his prospect records overnight. Each sheet he receives shows both sides of a 5" x 8" card. Production rate is approximately two customer cards per minute.



How to reduce guesswork in advertising

The reduction of guesswork starts with a painstaking analysis of the advertiser's sales experience. But there are definite limits here. Call reports, or the salesmen's theories as to why some people buy and others don't, can be misleading.

Confusing, anyway. Surely you've sat in sales meetings where each man expressed a different, but equally positive idea of the *one best* sales approach!

Today there is a new and inexpensive way to sharpen the common denominators of your best sales approaches as they apply to each of the different fields you sell. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs underneath the reasons your prospects give for not buying. Its approach is unbiased; we get a client's potential customers to talk about things they normally wouldn't tell his salesmen. It goes beyond the scope of most "depth interviewing" in that every one of our investigators has had considerable sales experience. Thus you are well assured that the work we do for you will be handled tactfully and with genuine "sales sense."

And the chances are very good that their experienced sales perception will help you crystallize the conditions to be met in each field; will materially reduce the guesswork that hampers advertising effectiveness.

Sometimes, naturally, this work is of a highly confidential nature. But there are many cases we can tell you about, if you'd like to hear how other companies have used Hopper Company Sales Investigations to get "Ditch-Digging Advertising That Sells by Helping People Buy."

The Schuyler Hopper Co., Market Research, Sales Promotion, Advertising, Twelve East Forty-first Street, New York 17, N. Y., LE 2-3135

"A consistently long life"

ORR & SEMBOWER INC.

Fourmaster PACKAGED AUTOMATIC BOILERS

Reading, Pennsylvania

Mr. T. E. Callis
Advertising Director
The Wall Street Journal
44 Broad Street
New York 4, New York



FILE REFERENCE 9-100

March 5, 1957

Dear Mr. Callis:

You certainly have our permission to reproduce our testimonial letter. It refers to the fact that a single Dryalator advertisement in The Wall Street Journal resulted in 32 identifiable inquiries. This is a record we cannot approach on our more established boiler room products.

Incidentally, you might be interested to know that some of the inquiries arrived as much as three weeks after the ad appeared...indicating a consistently long life for your daily paper.

Very truly yours,

ORR & SEMBOWER, INC.

SDDistelhorst:jp

J. D. Distelhorst

Sales Promotion Manager

...better change that to 33 inquiries. Another one arrived after I wrote you.

Yours very truly,

ORR & SEMBOWER, INC.

SDDistelhorst:jp

J. D. Distelhorst
Sales Promotion Manager

A LONGER HARVEST FOR ADVERTISING?

One reason advertisements in The Wall Street Journal live long, is that there's so much life to The Journal audience of businessmen. Somebody's always breaking new ground for another plant, enlarging the old one, modernizing, renovating, re-equipping, moving, making, selling... and *buying*. What executives see in The Journal sticks in their fertile minds. A Journal ad lives longer because it's planted in the right place.

CIRCULATION: 488,156

THE WALL STREET JOURNAL

published at:

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 415 Bush St.

date on his new accounts. In the past these duplicate cards had to be typed.

To speed up transmission of sales information, N. R. Semple, sales office manager, turned to photocopying and installed a Verifax Copier in the central sales office.

Now, on the appointment of a new salesman or reassignment of territories, customer cards are drawn from the central file, where they are filed alphabetically by territory, and photocopied in a minute or two. Both sides of a single 5" x 8" customer file card can be copied on a single large sheet.

"The job was formerly done by two typists and required hours of typing," says Semple. "Now one girl who handles the customer file withdraws the wanted cards and gives them to the office boy who runs the Verifax. Within a short time, the records are copied, originals returned to the file and copies mailed to the salesman. On this job alone, the copier paid for itself in a few months."

The new technique has also enabled the company to expand its sales records at both central and field offices. Copies of sales reports affecting more than one department are now duplicated and filed within each department. Customer requests are processed more quickly, action noted and follow-up expedited.

For Customer Correspondence

Customer correspondence is photocopied as required, the original filed in the central office and photocopies sent to salesmen and departments concerned with the account. (Formerly, copies of such correspondence were typed by the stenographic pool.)

The same system is followed with a salesman's report affecting a territory other than his own, and with communications from large national accounts involving two or more territories and various departments.

Similarly, salesmen's comments on specific account problems are copied and routed to home departments for attention. Written department reports are also copied, the original filed and copies sent to salesmen.

Company directives of a general nature are printed in a weekly news bulletin mailed to field sales offices over the country. Lewis-Shepard has its own offset printing press for this. The press is used, as well, to reproduce directives to selected field sales offices. When extra copies of either are required after the first mailing, they are supplied by the Verifax.

The net of the new system: radically improved sales communications. "Automated sales management," Lewis-Shepard calls it. **The End**

SALES MANAGEMENT

"It Isn't the Incompetent Who Destroy an Organization"

The production genius of the Ford Motor Co. lived up to his nickname, "Cast-Iron Charlie." Now Charles E. Sorensen whose last title with Ford was executive vice-president, and who says he is proud to have been known as "Henry Ford's man," presents a toughly frank appraisal of his old boss and the men in leadership around him in his book, "My Forty Years With Ford," published by W. W. Norton & Co., Inc. The following is an excerpt.

Who Can Tell Us What Leadership Is?



Selection is too narrow a word when thinking of building for leadership. Inside any company, some of the ablest men are never selected. They just get a job in the old-fashioned way and emerge on merit. A smart boss watches for them and does something about it as soon as they emerge. Some may have formal education but many do not. It is still the glory of our country that this doesn't matter. A man is doomed not by being uneducated but by remaining so.

Who can tell us what leadership is? It is a radiant quality which some men possess which makes others swing joyously into common action. What they do is wisely conceived and eminently fair. Such leadership, which is above all the characteristic of American production and the function of voluntary effort, springs from mutual understanding. The boss must know the worker and the worker must know the boss. They must respect each other.

It was Ford's good fortune that he could start with this right from the beginning. He knew every man on the payroll, most of them by first name. He did not gather them together and make speeches and show elaborate plans; individual contact meant more. Ford knew when to give praise when it was due and when to make fair criticism when that was due. These are two of the strongest

attributes of wise leadership, particularly when dealing with the imaginative and creative personalities so much needed in industry. Yet all too few men employ them; a job well done is likely to be taken for granted.

It isn't the incompetent who destroy an organization. The incompetent never get into a position to destroy it. It is those who have achieved something and want to rest upon their achievements who are forever clogging things up. To keep an industry thoroughly alive, it should be kept in perpetual ferment. "The art of government," said Napoleon, "is not to let men grow stale." Henry Ford didn't let us grow stale.

He demanded and got loyalty and energy. After I began to understand his philosophy I became its disciple. I found no greater thrill than to hire or promote a young man of unusual promise, and then have my judgment justified. The men who rose to the top were a much surer index of the organization's competence than the plants we built. As the company expanded and men were hired not by the dozen but by the hundreds and thousands, Henry Ford necessarily lost touch with his work force. From then on, the basic group—men who were working at Ford between 1903 and 1909—became departmental superintendents and were the backbone of the Ford organization. **The End**

JUNE 7, 1957

argue with
the referee...

argue with
the judge...

...but you
can't argue
with results!

Theories are o.k., but there's more meaning to *results*. Something *really* happens when you advertise in **The Wall Street Journal**. You don't get just an echo—you get a roar. There's no shadow-boxing, but real *action*. For **The Journal's** big class-in-mass circulation (488,156) *does* things... *builds*... *enlarges*... *creates*... *invents*... *modernizes*... *moves* *all along the line*.

If an audience that has the authority, ability and *need* to buy appeals to you... why not check into **The Wall Street Journal** right now?

THE WALL STREET JOURNAL

Published at
NEW YORK & WASHINGTON, D. C.
44 Broad St. 1015—14th St., N.W.
CHICAGO—711 W. Monroe St.
DALLAS—911 Young St.
SAN FRANCISCO—415 Bush St.

Other advertising sales offices
at Atlanta, Boston, Cincinnati,
Cleveland, Detroit, Greensboro,
Houston, Los Angeles, Miami,
Minneapolis, Philadelphia, Pitts-
burgh, Rochester, St. Louis, Seattle.



THE INDIANS . . . introduced cranberries to the Pilgrim Fathers. And these two were a smash hit at the Cape Cod Cranberry Festival as they offered cranberries to the gods.

Cranberries Rout the Holiday Jinx

For 300 years people ate cranberries at Thanksgiving and Christmas. Period. Today, through smart promotion, National Cranberry Association has created a year-round market for America's oldest indigenous crop. Here's how.

"A cranberry article in June? Ridiculous!"

But your wife wouldn't think it ridiculous. Nor you, if you read women's magazines.

For that matter, you may very well have been served chicken with cranberries for dinner last night. If you were, it was only part of a successful effort by Ocean Spray—nation's largest producer of cranberries—to increase your cranberry consumption. (Ocean Spray actually is National Cranberry Association, a co-op of cranberry growers banded together for mutual profit.)

NCA's entire advertising and promotional plan is based on one premise: you must be educated away from the idea that cranberries are a seasonal dish to be enjoyed only at Thanksgiving and Christmas and you must be taught to think of cranberries as an all year accompaniment to your favorite foods. Through intensive promotional efforts, NCA now has you drinking cranberry juice at breakfast, eating cranberries at lunch in a number of guises, mixing drinks with a cranberry base, and finding cranberries as an accompaniment to fish, chicken, or entree with your dinner.

The planning behind this barrage began in the 1947-1949 period, when NCA had overwhelming unsold inventories ranging from 170,000 to 370,000 barrels. In 1953, the unsold inventory was 244,000 barrels; in



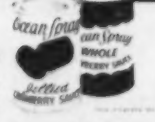
For Father's Day

LET'S HAVE A CHICK-N-QUE

Start dinner on barbecue. Start on the top and work your way down. Place the bird on a bed of charcoal. Rub the bird with a mixture of oil, salt, and pepper. Cook for 1 1/2 hours. Turn the bird every 30 minutes. When the bird is done, it will be a beautiful brown color. Serve with a side of cranberry sauce.

When Father's Day arrives, call the chef. Now he's got a new idea. Place the bird on a bed of charcoal. Rub the bird with a mixture of oil, salt, and pepper. Cook for 1 1/2 hours. Turn the bird every 30 minutes. When the bird is done, it will be a beautiful brown color. Serve with a side of cranberry sauce.

F. E. How do you like a Chick-N-Que? It's a new twist on the old. Place the bird on a bed of charcoal. Rub the bird with a mixture of oil, salt, and pepper. Cook for 1 1/2 hours. Turn the bird every 30 minutes. When the bird is done, it will be a beautiful brown color. Serve with a side of cranberry sauce.



For a holiday flavor any day—serve Ocean Spray



CRANBERRIES IN JUNE . . . Nowadays that doesn't even sound strange. But it took a heap o' promotion to break Americans of their old cranberry-eating habits.

SALES MANAGEMENT

1954—289,000; in 1955, the bad news was 345,000 barrels of leftover cranberries.

"The problem of the surplus has been with us for a long time," said James E. Glover—until recently president of NCA, and under whose direction NCA's promotion expanded, as he spoke to the organization's annual meeting in 1955. "It is time we combined all efforts to overcome it. Cranberries in freezers do not make money. They *take* money, and NCA's job of first importance is to keep our inventories at a workable minimum."

Those talking-turkey words (with a cranberry garnish) marked the kickoff of NCA's all-out campaign to break the peak-season jinx and sell cranberries as an all-year-round food.

Glover and his assistant, Kenneth Garside (who became, on May 10, acting general manager) persuaded the NCA membership that there was a basic inadequacy in the promotional programs used by the association. The job of righting the wrongs was tossed into the hands of Batten, Barton, Durstine & Osborn, Inc.

It wasn't that Americans weren't eating cranberries. They were, and in huge quantities, but they did most of their cranberry eating in one month, Thanksgiving to Christmas. In 1951, for instance, cranberry case sales were 4,277,287 and in 1956 case sales had

climbed to 5,454,938. But more cranberries were—and are—grown each year. While cranberries are still harvested by hand with a scoop as they were in the Founding Fathers' day, today, modern spraying methods, by plane, mean crops are far bigger.

"Buy two, save five cents"

So in January 1956 NCA faced a staggering 359,000 barrels of unsold cranberries. This represented 60% of the growers' 1955 crop. Forty-seven thousand barrels were in finished goods, and 312,000 barrels were in freezers and "work-in" process. And freezer storage charges were averaging 22c a barrel a month!

As a result of a special sales incentive plan, retailers stocked Ocean Spray heavily in December 1955. Consequently, sales to brokers in January and February 1956 totaled 12,000 barrels.

NCA decided to meet the situation head on with a cranberry blitz program. The result: A "buy two, save five cents" campaign. The aim: to reduce surplus to at least 100,000 barrels. But in addition, the campaign was viewed as a sound, long-range, promotional program to increase consumer use of cranberry products, to start whittling away at the public's seasonal cranberry attitude.

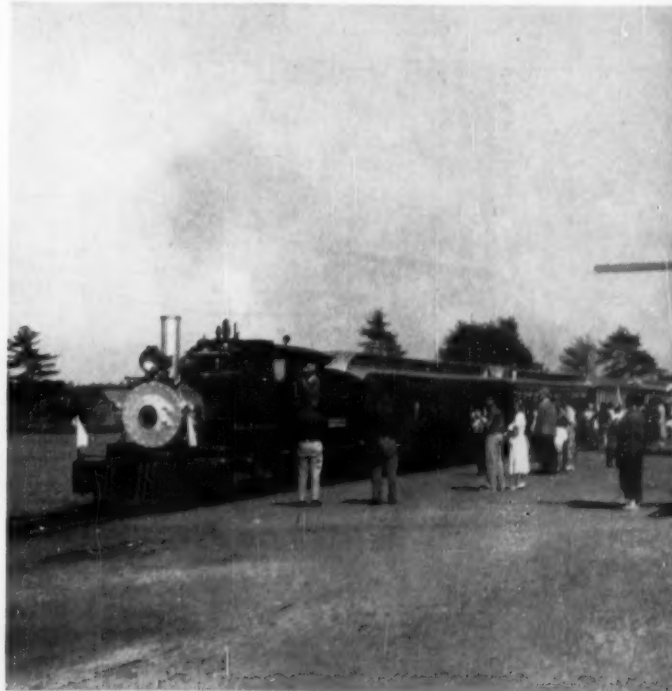
Glover and Garside studied the situation closely and with the advantage of thinking uncluttered by cranberry-business-as-usual philosophy. Then they told NCA membership that there was no way of licking the surplus situation other than changing the cranberry eating and buying habits of people. That their reasoning was correct, can be proved with figures: At the beginning of the new crop year (September 1956), the surplus was close to 90,000 barrels from a previous 345,000 barrels. For the first time since 1951 NCA was canning the newly harvested crop by that October instead of in January and February. The surplus was licked.

How did management do it? First it moved cranberries to the brokers, then right to the consumer. In the past, NCA had simply shifted its inventory problem to the retail level; the "buy two, save five cents" campaign brought unheard of summer sales, moving more than 1,500,000 cases in August alone! Thus Glover shifted the peak factory sales to the period preceding the peak consumer sales period of Thanksgiving and Christmas. This, in turn, helped reduce the inventory at the beginning of the new crop year. By shifting the peak factory sales period from November and December to July and

(continued on page 74)



THE CROWD . . . 26,000 strong, descended on Hanson, Mass. last September. They came to NCA's Cranberry Festival, ate a barbecue lunch that featured cranberries.



THE TRAIN . . . It runs through the cranberry bogs of National Cranberry Cooperative and it's a toss-up between children and adults as to who gets the biggest charge.



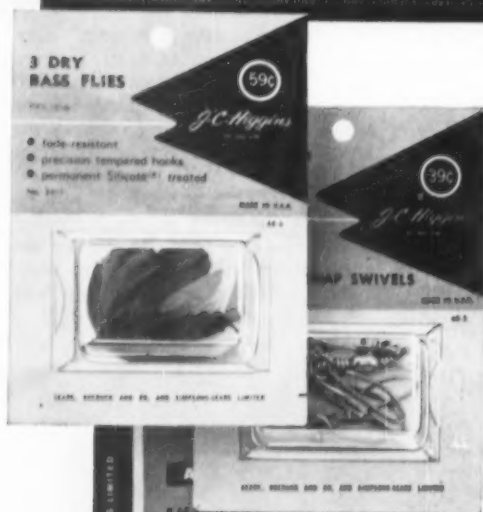
Sears puts a Celanese



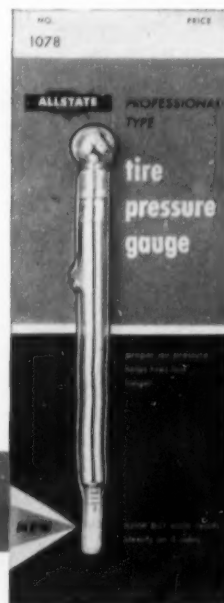
Vacuum-forming with Celanese acetate sheeting fits merchandising needs like a glove

Vacuum-forming with tough acetate protects merchandise against handling and shipping. It offers an easy solution to the merchandising of multipart products... it reduces stocking problems.

There's no finer packaging material than acetate for vacuum-forming! The full transparency of sparkling acetate stimulates interest, helps accent quality, helps promote impulse buying at the counter. No other packaging material can do as good a selling job!



PACKAGES BY PAPER PACKAGE
COMPANY OF INDIANAPOLIS
FOR SEARS, ROEBUCK AND CO.



Celanese
ACETATE SHEETING

Export Sales: Amcel Co., Inc., and Pan Amcel Co., Inc., 180 Madison Avenue, New York 16, N. Y.

lot of stock in acetate

Transparent acetate containers let merchandise speak for itself

Sears' self-selection policy helps move over 100,000 items, from farm equipment to children's shoes. That's why Sears prefers Celanese acetate—its sparkling transparency helps move merchandise faster!

Celanese acetate provides a lustrous surface free of distortion, a sparkling transparency that emphasizes color, texture, detail and the quality of merchandise. It's the finest packaging material available for transparent containers.

Put your products heads and shoulders above competition—enlist the aid of Celanese acetate and the packaging versatility it affords the package designer. Write for Acetate Sheeting Booklet. Celanese Corporation of America, Plastics Division, Dept. 173-F, 744 Broad Street, Newark 2, N. J. Canadian Affiliate: Canadian Chemical Co., Limited, Montreal, Toronto, Vancouver.

Celanese®



August, Glover tied in his merchandising activities *with the crop year*. In 1957, for instance, there was no downward sales trend from January to April, because of this important shift in timing. From April to August 1956, sales jumped 100% over the same period for the preceding year.

... a Bad Name for Cranberries

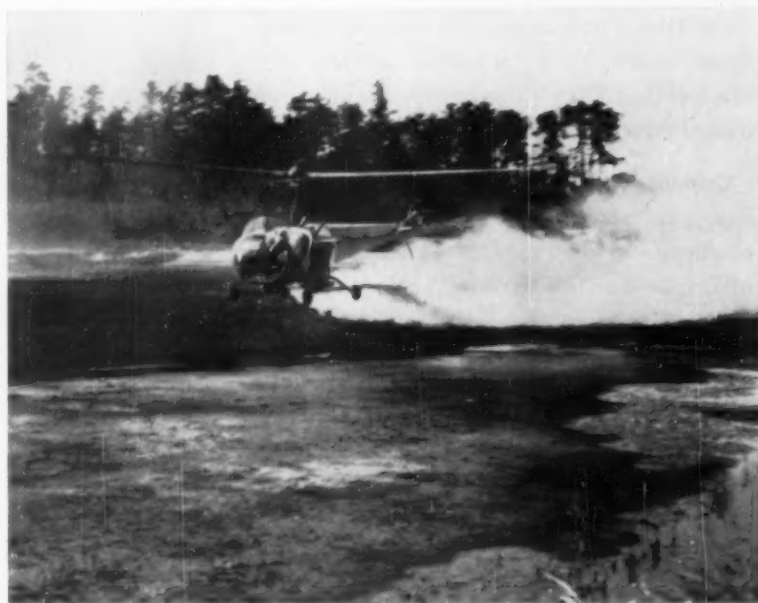
To build up a cranberry consciousness he instituted for the first time a year-round advertising and promotional campaign. To point up the switch in cranberry promotion in the 1956-57 advertising campaign, 50% of the activity takes place during what used to be the off season of January to August.

NCA maintains a new and well staffed home economics kitchen on Cape Cod. Here a staff constantly works on developing new cranberry recipes and new products (among them a sherbet base for institutions). Here also, quality control is under the direction of a research expert. One of NCA's chief problems has been the fact that restaurants which buy the cheapest cranberry sauces possible give *all* cranberry sauce a bad name with the public. In New York at BBDO a special staff works on getting new cranberry recipes and attractive illustrations to home economics people and food editors all over the country. They have been enormously successful in this effort.

Last year, advertising by NCA hit 450 markets in a newspaper saturation campaign. Radio spots got 20% of the budget, and advertising on an annual basis has changed its complexion, too. The big seasonal months now get only one-third of the advertising money; two-thirds goes for the rest of the year.

As you read this, the Father's Day

THE OLD AND THE NEW . . . Cranberries must still be harvested as they were when the Pilgrims landed. But bogs are sprayed by modern planes.



advertisement reproduced on these pages is running in *Life*, *Ladies' Home Journal*, *Better Homes & Gardens*, *Good Housekeeping*, *This Week*, *Atlanta Journal Constitution*, and the *Seattle Times*. Cranberry sauce with barbecued chicken may be

something new to you, but NCA is also suggesting in future advertisements that housewives use cranberries as ham glaze, as salad decorations, and, of all things, as a buffet dip.

NCA is enamored of the multi-pack package. A comparison of its

The Company

National Cranberry Association is the largest of the nation's cranberry processing and marketing cooperatives. Its 1956 gross sales totaled over \$22 million with nearly 5.2 million cases sold. There are 1,200 grower members in NCA and they grow their cranberries not merely in Massachusetts but also in New Jersey, Wisconsin, Oregon, Washington, and in the two Canadian provinces of Quebec and British Columbia. The first can of Ocean Spray cranberry sauce was packed in Hanson, Mass. in 1912, with the entire operation being done by hand. In 1930, Ocean Spray became a cooperative, and in 1940 it started its cross-country growth. The name, National Cranberry Association, was adopted in 1946. NCA owns and operates seven packaging and processing plants in the U.S. and in Canada.

The Product

The cranberry business as such is just a century old. In 1846, Edward Thatcher of Yarmouth, Mass., planted an acre and a half of cranberry vines, thus creating an industry. But the cranberry was here when the Pilgrim fathers arrived. Rumor has it they ate cranberries at the first Thanksgiving dinner. Cranberries don't grow on bushes, but on low-lying vines. The Indians, who introduced the cranberry to the Pilgrims, called cranberries the bitter berry, valued them not only for the bright fruit, but as a colorful dye and as a medicinal device. Today they must be harvested exactly as they were when the Pilgrim fathers gathered them, with cranberry scoops. Recently a partially automatic device has been used to help in the arduous chore of harvesting the low-growing berries.



**SOMETHING
MISSING**

**...LIKE CALIFORNIA WITHOUT
THE BILLION-DOLLAR
VALLEY OF THE BEES**

- ✓ Actually, total effective buying income of more than \$2.5 billion
- ✓ Contains 3 of top 8 counties in gross cash farm income in the United States
- ✓ Not covered by San Francisco and Los Angeles newspapers

You reap a big crop of profits when you sell all of the nation's leading farm state, California — including the productive Inland Valley. And coast newspapers simply don't talk to people in the Valley, where people buy and believe their own Bee newspapers.

Data Source: Sales Management's 1956 Copyrighted Survey.

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE

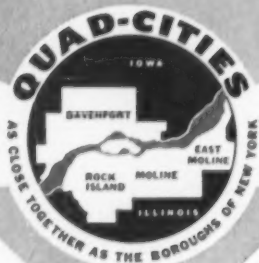


McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

In the newspaper field, only McClatchy gives national advertisers three types of discounts -- bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

ONE OF THE
FIRST 100 MARKETS



WHBF

RADIO & TELEVISION

FIRST
IN RADIO

FIRST IN
DOWNSTATE
ILLINOIS*

FIRST IN
THE QUAD-CITIES

according to NCS No. 2

*all 68 stations outside of Chicago

THE STATION
OF MARKETING SUCCESS



REPRESENTED BY AVERY-KNODL, INC.

sales with those of a competitor in a test market, Peoria, Ill., showed that Ocean Spray sold a two-pack carton for 34c and outsold the competitor by more than 40%. This despite the fact that the competitor's product sold loose at two cans for 29c next to the Ocean Spray.

The Problem Is Marketing

Glover feels that too often the cooperative effort has failed to solve what he considers to be a great problem in agriculture in America today. The problem is marketing. For 100 years this country, he says, and its farmers have engaged in the greatest program of scientific improvement of quality and yield of farm produce. But on the other side of the ledger, there has not been a great enough increase in the marketing techniques of the farmers representatives—be they cooperatives, or independent, or private business. And this is why the management of NCA is building what he calls a streamlined, aggressive, talented organization of specialists second to none in any cooperative in the country. Glover's position on cooperative management is intriguing. Says he: "A cooperative is a vastly different creature than an ordinary corporation—different in that the

stockholders have a more proprietary interest in it. They regard it as theirs, and actually the staff of men who work for the co-op, work for those stockholders—those grower-members. The basic purpose of NCA's living or surviving as a canning company is to get back to our growers the most that we can per barrel for berries.

"The basic purpose for Heinz' or Campbell's management is to get back a good return to their stockholders and to their people who have invested capital. Their primary concern is not for the supplier of the raw produce. Campbell buys tomatoes wherever it can and as cheaply as it can; so does Heinz, so does Del Monte. They play one farmer against the other. They'll market the hell out of buying whatever product they can because the cheaper they can buy the product the more profit they can make.

"We don't operate that way. We operate on the basis that we own together a bunch of cranberries and we have to market the hell out of them in the consumer market to get back as much as we can. The staff is secondary, the stock return is secondary—everything is secondary to the return on that raw product. There, basically, is the economic difference between an ordinary corporation and the co-op."

The End

Why

ADVERTISE IN
ROANOKE?

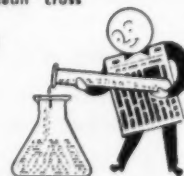
No. 4 of a Series

Because

Roanoke is an **IDEAL TEST MARKET**

Here's
why:

- Half-billion dollar market
- Population . . . "Golden Mean" cross section of the nation
- Employment . . . diversified and growing
- Market Area . . . self-contained, surrounded by mountains
- Newspapers . . . give unduplicated coverage, with combined readership of over 350,000.



Result: Perfectly gauged, accurate tests of your campaigns.

Roanoke—Your key market in western Virginia

16 counties...
a completely
independent market



is covered exclusively by the

ROANOKE
TIMES AND WORLD NEWS

For full information write Sawyer-Ferguson-Walker Co., National Representatives

Roanoke
welcomes
you to its
Diamond
Jubilee

June 14-23

How can you tell an expert his ad is bad?

One of the most frustrating things about the advertising business is that you meet so many experts in it.

At recent count, we've met 1,477 experts this year to date, including bartenders, filling station attendants, friends, wives of friends, wives of people who are not at all friendly, and even a few professional advertising people. The thing that bothers us is *how* to tell these various experts that an ad is bad.

Consider our problem:

The most tangible thing we have to sell is our proven ability to produce good advertising. Logically, our best new business prospects should be companies whose advertising is not good advertising. But hell hath no fury like an advertising expert scorned—you just can't walk in and tell a man his advertising is bad. For some reason, it's like questioning his virility or insulting his wife—it's *that* personal. Yet, we think you'll agree, there are a lot of people paying good money for bad advertising who don't know it or won't admit it.

OK, so how do you tell them?

Do you send them anonymous letters enclosing Starch or Readex reports on their ads? Do you send them some of the dozens of excellent treatises which explain what creates reader interest? Do you send them eye-camera tracings to show the reader's confusion when he is confronted with one of their ads? Do you try to explain that the difference between a good ad and a bad one is often the distance from one side of the desk to the other?—the distance from the advertiser's side to the side where a prospect might be sitting and trying to learn something about a product. Too much advertising never gets beyond the back side of the desk. But how do you tell the man at the back side of the desk?

Sure, there's also a lot of very good advertising being created today—far more good than bad, undoubtedly. We think we produce our share of good advertising



and a lot of other agencies (and clients) do too.

It's the *bad* advertising we see that bothers us, but also makes us optimistic about our future growth. We are sure that the number of "average" experts (e.g., "I'm an average reader, and I know what advertising appeals to me.") is dropping.

So the last question is this:

How can you and we, who usually know the difference between good and bad advertising, speed up the trend? Any suggestions?

Marsteller, Rickard, Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH
AFFILIATES

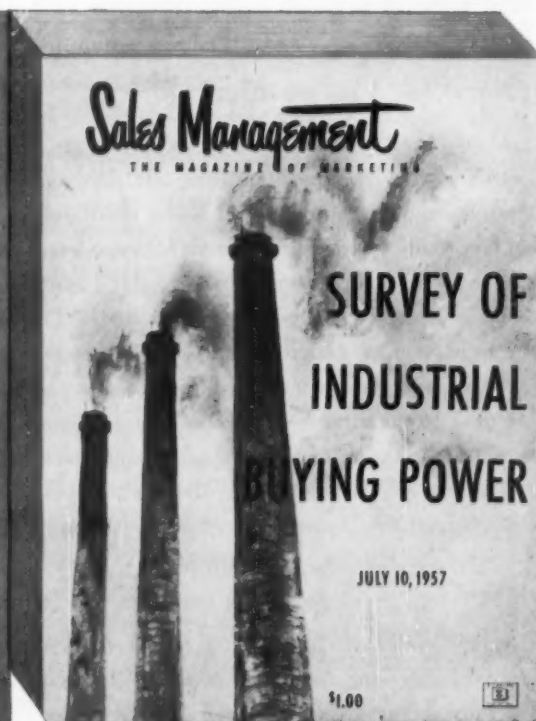
PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Here's new help for industrial marketers

This represents the culmination of a 7-year project—dictated by the tremendous industrial expansion in post-war years and the market information needs of Sales Management's constantly multiplying audience of industrial sales executives. We believe that the Industrial Survey, with a separate identity and a stature of importance so rightfully its own, will mark a significant contribution to better planned industrial marketing.

Sales Management's Survey of Industrial Buying Power—previously a section of the over-all Annual Survey—will be published for the first time, as a separate volume...July 10th

SALES MANAGEMENT's new Survey of Industrial Buying Power will include data never before available for major industries. Standard Industrial Classifications will be broken down to 4 digits showing not only gross sales and employment according to the 1954 Census but SALES MANAGEMENT's estimates of Jan. 1, 1957.



MACHINERY (Except Electrical)
Standard Industrial Code 935

Industry Code Number	Industry Title	GROSS SALES (in millions of dollars)		EMPLOYMENT	
		1954 Census Value of Products Shipped	Jan. 1, 1957 Sales Management Estimate Value of Products Shipped	1954 Census	Jan. 1, 1957 Sales Man- agement Estimate
351	Engines and Turbines				
3511	Steam Engines & Turbines	461	553		
3519	Internal Combustion Engines	891	1,034		
352	Tractors and Farm Machinery				
3521	Tractors	1,170	1,342		
3522	Farm Machinery (exc. tractors)	1,067	1,161		
353	Construction and Mining Machinery				
3531	Construction and Mining Machinery				
354	Metallworking Machinery				
3541	Machine Tools		1,437		
3542	Metalworking		1,050		
3543	Specialized	947	1,183		
3544		469	572		
355	General Industrial Machinery, n.e.c.				
3551	General Industrial Machinery	405	473		
3552	General Industrial Machinery	357	377		
3553	Woodworking Machinery	172	196		
3554	Paper-industries Machinery	190	234		
3555	Printing-trades Machinery	233	283		
3559	Special-industry Machinery, n.e.c.	593	641		
356	General Industrial Machinery				
3561	Pumps and Compressors	891	1,049		
3562	Elevators and Escalators	160	187		
3563	Conveyors	479	574		
3564	Blowers and Fans	263	309		
3565	Industrial Trucks and Tractors	243	291		
3566	Power-transmission Equipment	599	682		
3567	Industrial Furnaces and Ovens	153	197		
3569	General Industrial Mach., n.e.c.	382	452		
357	Office and Store Machines				
3571	Computing and Related Machines	614	736		
3572	Typewriters	173	200		
3573	Scales and Balances	64	74		
3579	Office and Store Machines, n.e.c.	283	333		
358	Service and Household Machines				
3581	Domestic Laundry Equipment	931	703		
3582	Laundry and Dry-cleaning Mach.	88	192		
3583	Sewing Machines	113	123		
3584	Vacuum Cleaners	189	192		
3585	Refrigeration Machinery	1,724	1,817		
3586	Measuring and Dispensing Pumps	117	142		
3589	Service and Household Mach., n.e.c.	172	219		
359	Miscellaneous Mach. Parts				
3591	Valves and Fittings, exc. plg.	969	1,104		
3592	Fabricated Pipe and Fittings	321	265		
3593	Hall and Roller Bearings	530	672		
3594	Industrial Patterns and Molds	161	232		
3599	Machine Shops	1,073	1,341		

NEW: FOUR-DIGIT GROSS SALES AND EMPLOYMENT

DATA TO FOLLOW

DATA TO FOLLOW

Here is a sample listing—These new breakdowns will be carried in addition to the rankings of counties accounting for majority percentages of employment.

a contribution to scientific industrial marketing

You will find these data invaluable for setting up national and territorial sales potentials and quotas, for mapping sales territories, planning distribution, finding sales soft spots, finding new plant branch and warehouse locations, and allocating the advertising dollar for maximum value by industry.

Look for the new Survey of Industrial Buying Power — July 10th, 1957

Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, New York

PREVIEW OF NEW FEATURES:

Industrial "Gross Sales"

■ The gross sales (value of shipments) for 414 Four-digit S.I.C. Industrial Classifications will be estimated by Sales Management as of Jan. 1, 1957 (plus the corresponding 1954 Census figure).

Industrial Employment

(All Sales Management estimates as of Jan. 1, 1957)

■ Two-digit (Standard Industrial Classification) . . . rankings of the 100 leading counties in each of the following:

The twenty manufacturing categories (plus 1954 Census number of plant figures for each of these counties).

Rankings of the 100 leading counties in each of the six major "service" industries (mining, contract construction, etc.).

■ Totals by states in all 20 manufacturing categories and six "service" categories . . . plus 1954 Census state plant figures for the twenty manufacturing categories.

■ Four-digit (Standard Industrial Classification) industry totals on employment for 414 manufacturing classifications (plus corresponding 1954 Census figure).

■ Industrial Potentials by Counties: Employment in each two-digit manufacturing classification for all U.S. counties with 1,000 or more total industrial employment (plus total plants in these counties).

■ Industrial Potentials by Metropolitan County Areas: Employment in each two-digit manufacturing classification for all 262 Metropolitan Areas.

PLUS

■ Feature articles and illustrations on how industrial sales and advertising executives now use . . . or are planning to use . . . this type of information in market planning.

A BILL BROTHERS PUBLICATION



Samsonite Sells Itself By Selling Travel

Nobody buys a suitcase unless he's going somewhere—or thinks he might go somewhere, someday. And nobody understands it better than suitcase manufacturers.

Any luggage executive will tell you that since Americans—in this most-traveled of all possible worlds—began to take increasingly to the roads, the skies and the rails, luggage sales have zoomed. And at least one luggage manufacturer has decided to give the American itching foot a pleasant scratch. The manufacturer: Shwayder Brothers, Inc., Denver, makers of Samsonite luggage.

Recently, while shopping in one of New York's biggest department stores we strayed into the Luggage Department. And before us was an unusual display. It is called the "Samsonite Travel Bureau." It is simply a large, standing display, featuring an attractive piece of Samsonite luggage surrounded by slots containing post cards addressed to Chambers of Commerce (or travel directors) in the 100 most popular resorts in the U.S., Canada and the Caribbean. Say you're interested in a trip to Vermont. Select the card in the slot marked with that State name. It's already addressed and all you need do is place a stamp on it and on the reverse side (headed "Please send me free, complete information which will help me to get the most out of my trip.") write your name and address. Back will come the information you want and need. Simple? You bet. And you'll find it hard to forget Samsonite.

After all, "We're as much in the business of selling travel as we are of

selling luggage," says Emmett Heitler, general manager of Samsonite.

So, in 3,000 luggage departments of department stores and specialty shops across the country these Samsonite displays are pulling inquiries. Dealers report that their supply of postcards is being continually exhausted.

Today Americans are spending a whopping \$10 million a year on home and foreign travel. But with the world's far places coming closer together, and less time-consuming to reach in the age of flight, people have a tendency to get into a dither about *where* to go. Samsonite, recognizing this, seized upon a suggestion by the Public Relations Department of Grey Advertising Agency to create a combination display piece-would-be traveler's aid station.

Before the idea was developed, Samsonite selected its 100 resorts on the basis of a survey run by its Consumer Service Division. Chambers of Commerce were quick to cooperate. They agreed to send inquirers detailed information on their area—places to stay, to eat, to see—together with approximate costs involved.

The whole thing is painless—delightful, in fact. The resorts benefit, Samsonite has found its business reflecting the gratitude of the travel-minded, and the customer gets much of the service of a travel agency free. He can fill in a dozen cards to as many places if he is so minded. And all it costs is the mailing.

A special slot, added to the successful travel display, holds one of Samsonite's newest and most popular



SHE SELECTS . . . and he has a potential customer. Herbert Pullitzer, buyer for the Luggage Department, Gimbels, New York, knows that interest in Samsonite's "Travel Bureau" helps build volume for him.

booklets. It's called "Pointers on Packing." This little booklet, born of hundreds of requests received by the company, has also been distributed at expositions and business conventions, through women's interests directors for carrier companies that use Samsonite Luggage exclusively, and at packing demonstrations before women's club groups. It's the fruit of Samsonite's knowledge. And it's so good we hereby pass along a few of its tips: Put the things you're going to pack in *separate piles*. Suits and dresses go in one pile, underwear in another, toilet articles in a third. Pack in layers—heavy garments, extra shoes, bulky things on the bottom, sweaters, swimsuits, light underwear near the top. Put your nightwear—robe, slippers, pajamas—at the very top. You'll probably need them first when you open your bag. Inspect the corners of the bag—often they're miraculously empty. Just the place for gloves, a scarf, a belt, socks, suspenders. And don't overload your bag; it makes your clothes wrinkle no matter how carefully they're packed.

Don't forget to tuck in a washcloth—hotels and motels seldom provide one. Put your extra shoes in plastic bags (the kitchen variety). The bags will prevent shoe stain from rubbing off on clothes. Buy toilet articles in miniature sizes and leave them in the bag for the *next* trip. And, finally, pack a flashlight for locating unfamiliar doorlocks, checking your clock in the middle of the night or finding a missing collar button.

The End

Six Steps to Successful Selling



■ MORE ADVERTISING HERE MEANS

■ MORE SALES TIME HERE

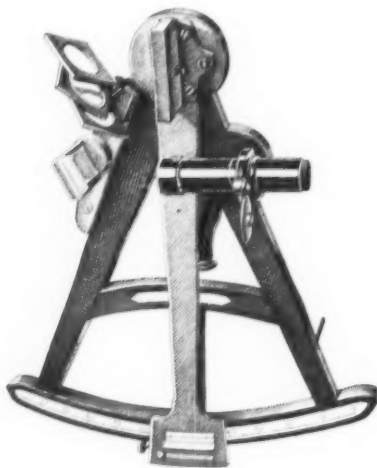
Business Publication Advertising works before, during and between your salesman's calls. It helps build your markets and holds them against competition.

McGraw-Hill Publishing Co.
INCORPORATED

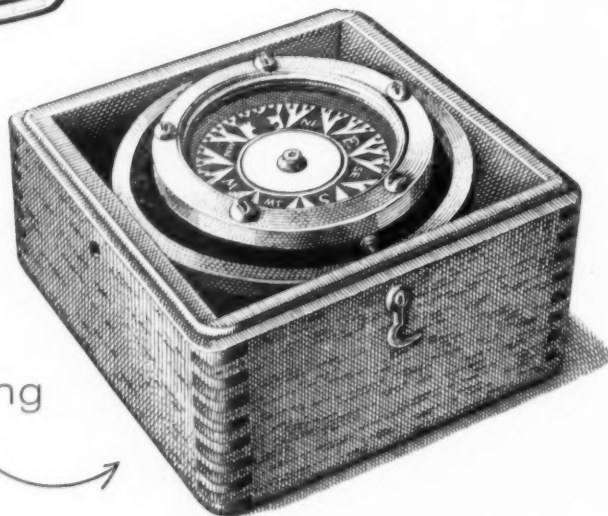


330 WEST 42ND STREET, NEW YORK 36, N. Y.

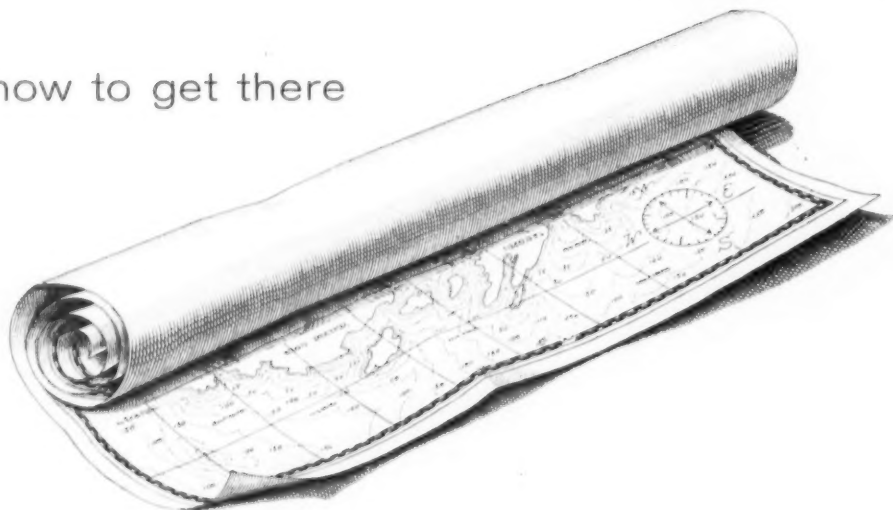




To tell where you are



To tell where you're going



To tell you how to get there

Research can be used for any of the jobs above. It is usually most valuable when it is used for all three . . . in the order given.

YOUNG & RUBICAM, INC. Advertising

New York • Chicago • Detroit • San Francisco • Los Angeles • Hollywood • Montreal • Toronto • Mexico City • San Juan • London

Salesmen's Own Paste-Ups Keep Band-Aid Story Stuck Together



Thanks to pages like these, phrases such as "Now where did I put that piece I wanted to show you?" and "Here's what I should have told you earlier" are on their way out of sales parlance. Indeed, Charles McDermott, Johnson & Johnson's sales training director, maintains that from now on there is little chance that druggists or operators of drug departments in food and department stores will hear such words from J & J's salesmen.

In preparing for the June push on J & J's year-and-a-half-old campaign built around "The Adventures of Robin Hood" on CBS-TV, McDermott has been holding a series of two-week courses for sales trainees and area managers back for a "refresher." As a feature of these, he outfits the men with kits of materials for assembling their own sales presentations.

The kits were designed for their producer, Joshua Meier Co., by its advertising manager, Cynthia Smith, and are offered for general sale under the name, Sell*It*Kit. They consist of a simulated leather binder, 10"x11½"; instructions, a set of blank pages, sheets of bullets, dots and arrows; a tube of rubber cement; a pencil with red lead on one end, blue lead on the other. With this equipment, salesmen with or without artistic ability can build individual

"If you want to train men successfully, if you want to train them rapidly, and you want them to retain the values of training, remember that they learn best by going over the ground themselves, says J & J sales training director.

sales presentations tailored to the needs of customers and prospects.

The kit's value goes beyond the attractiveness of the end product. Mrs. Smith points out that in creating effective kits, salesmen attain a thorough grasp of their company's promotions; that the kit provides a medium through which they can demonstrate that understanding to prospects.

McDermott's students put together their sales presentations on their own time after their formal training session at J & J's New Brunswick, N. J., headquarters, just as they will when they return to their territories and modify the assemble-it-yourself presentations to fit various prospects.

Since all components can be purchased at local stationers, McDermott anticipates that salesmen will prolong the life of the basic kit by reorganizing it to highlight new points in succeeding J & J promotions.

It is his hope that this new tool will help the salesmen carry the

product story they have learned back to the field with less dilution than might otherwise occur. Yet if there were ever a merchandising program strong enough to resist such dilution, it would seem to be J & J's hale and hearty Robin Hood promotion.

"The Adventures of Robin Hood"—co-sponsored with Wildroot Co.—boasts a Monday night TV audience of 40 million. Some 40,000 teachers have asked for J & J's Sherwood Forest classroom maps. Kids are swapping Robin Hood trading cards from more than three million BAND-AID Adhesive Bandages packages that retailed for \$1.4 million. Ripples of favorable publicity are still being felt from a \$100,000 jingle contest that produced retail sales of \$3,681,000.

Johnson & Johnson introduced the assemble-it-yourself kits when it launched a trade deal described as the "90-Second Profit Maker," centering around an easily assembled display.

J & J counts on salesmen building into their individual sales presentations promotional elements used by

the company to create trade excitement for the products advertised on the Robin Hood TV program.

With the aid of the kit's instruction book, J & J's salesmen have used the materials provided, and some of their own invention, to attain the following sales objectives.

1. Gain the prospect's attention, interest, desire and action. The salesman can place visual aids on a black or white sheet which he inserts into a Mylar clear plastic protector. In a one-inch-thick binder, he can use as many as 55 such sheets to tell his story. Mylar's resistance to scratch-

ing and tearing is considered a guarantee that the salesman can reuse his basic folder for many successive J & J promotions.

2. Dramatize the elements in the presentation. The kit provides different colored sheets with die-cut, push-out stars, arrows, bullets, or bars for charts (messages can be typed or handwritten on all of these); stencils of letters, designs and symbols (\$, for example); and even a ruler to facilitate copy alignment.

3. Picture the user benefits. The salesman can pick stock illustrations from

the kit to paste in his presentation. If he likes, he can even insert a photo of Marilyn Monroe.

In addition, the kit contains tissue patterns which help the salesman lay out his pages artistically and organize his ideas into a tested sales sequence. There is a suggested opening page and succession of page layouts leading to an effective closing page.

Before J & J's salesmen begin to put their kits together, McDermott encourages them to:

List all the prospect's possible buying reasons: fast turnover, profit, traffic, demand, advertising, or success factors discovered by other customers.

Arrange these appeals in ascending order of importance so that they lead logically to an order.

Substantiate each point with figures or other exact information.

Condense these reasons and proofs into headlines that are punchy but do not tell the whole story—thus encouraging further conversation.

Select illustrations that will emphasize and not detract from each item. McDermott urges salesmen to use different colors for charts telling competitive brand stories. He also suggests use of testimonials.

Lay out pages. Salesmen are advised to feature, on each right-hand page, only one reason to buy. Additional buying reasons on left-hand pages would distract prospects from the salesman's logical approach to the order, McDermott explains.

Would You



Drive Coast to Coast
in a Model T ?

Well hardly.

But you'd be surprised how many companies think nothing of operating their business the same old-fashioned way "grandfather" did 40 years ago.

They either don't know — or won't listen — to the facts about modern distribution practices.

The distribution and marketing of industrial products consists of many steps necessary to move an item from its place of manufacture to its ultimate point of use . . . finding, developing, selling and servicing markets; warehousing and stocking; packing, shipping, delivering; customers' credits, billing, collections.

Wait — stop right here. This is where the men are separated from the boys. Or, if you will, where modern, abreast-of-the-times companies with an eye to more sales at less cost win out over their less progressive competitors, and decide that this is where industrial

distributors fit in.

The modern manufacturer knows that most of these steps in the distribution process can be done for him by industrial distributors more efficiently and economically than he can do them himself. He turns to his own good account industrial distributors' proven record of sales (\$4.5 billion last year) and service to industry. He moves the distribution load from his company's shoulders to the capable broad back of the nationwide network of industrial distributors.

If your company does not now have a distributor selling plan, but should — or, if you'd like to further utilize distributors — we'll be glad to help you analyze your present method and suggest how you can effectively modernize your distribution set-up. We know pretty much about it. We've been right in the middle of the industrial distributor business since 1911. Write us at:

Industrial Distribution

330 West 42nd St., New York 36, N. Y.

Likes Teasers

McDermott recommends that the opening page be devoted either to a teaser device or to the best possible illustration of the merchandise or materials being offered.

By counting the number of sub-points under each major sales argument, the salesman can determine how many elements to place on the second and subsequent pages. He can then devise his own arrangement or follow one of the suggested layouts provided. Where an exact illustration of a point is not available, the salesman may select art or wording that demonstrates the opposite, and draw a large red "X" through this.

On the closing page, salesmen may list prices for different quantities or sizes, so they can steer the sales talk naturally into the question, "Which would best suit your needs?" The price sheet can be supplemented by a list of satisfied users, suggesting the query, "How soon can we start serving you?"

At Johnson & Johnson's New Brunswick, N. J., headquarters, the sales training director devotes only a brief initial session to the kits and explains that they are to be developed as homework, embodying product knowledge and other information from the rest of the curriculum.

Pointers the salesmen were given on use of their completed binders included:

1. Before calling on a prospect, determine his particular needs. Gain his attention immediately by suggesting a solution to his problems. This leads to the question, "May I show you how?"

2. Pick your spot in advance. Ask that a counter or other surface be cleared if necessary. Keep two or more prospects on your side of the counter.

3. Don't just read; show interest and enthusiasm. The voice should express confidence in the product.

4. Depart from the general text wherever an appropriate, specific example will clarify a point for a particular prospect.

5. Be casual about interruptions. Use the presentation to pick up the thread of your reasoning. If necessary, a vital point can be answered immediately by flipping to another page, but it is better to say, "We'll get to that in a moment."

6. Bring in the prospect continually by making favorable comparisons between his situation and that of other firms cited as examples. Let him take over and sell himself if he is obviously enthusiastic.

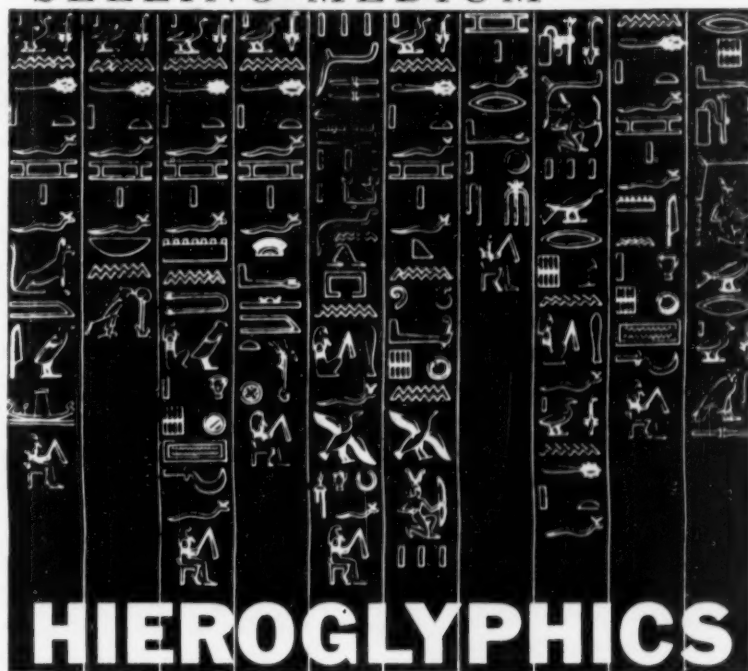
7. Win agreement on each point as you go along; ask some questions that will draw a nod before you move on to the next point.

8. Ask for the order at the first opportunity; you don't have to wait till you reach the end of your presentation. If you receive an order at an early point, close the kit and take out your order blank. There is no point in working over ground that might unsell the prospect.

9. Know your story perfectly. Try it on associates. Don't be content with recitation. Know how to meet every variety of argument or interruption.

10. Go out and sell. **The End**

A GREAT SELLING MEDIUM



In Ancient Egypt, a man could tell about his services by painting pictures on a wall. Today, it takes more than pictures.

Important in your understanding of Reply-O-Letter as a great selling medium is that it paints compelling word pictures and *it costs you less*. You combine three expensive typing jobs in one . . . salutation, address, and the recipient's "signature".

Reply-O-Letter costs less than the "so-called" processed letter; less than a multigraphed, filled-in, letter; scarcely 10% more (*in the mail*) than a printed letter . . . and it outperforms all three!

But beyond cost advantages, you can also tap the experience of a 24-year old direct mail organization. When you are pressured for new ideas, you may find we already have solved the problem you face. Our staff can save you costly errors . . . help you achieve success with the great selling medium they know so well . . . Reply-O-Letter. All at no cost to you.

Write today for the Reply-O-Letter booklet on the 3 R's of Direct Mail . . .

REPLY-O-LETTER

7 Central Park West
New York 23, New York

SALES OFFICES: BOSTON • CHICAGO • CLEVELAND • DETROIT • TORONTO

*Very special
delivery*

**for your
HOUSEHOLD GOODS
DISPLAYS AND EXHIBITS
OFFICE EQUIPMENT**

Safe, prompt, dependable long distance
moving service from coast to coast.

FREE Moving Day Kit

—full of helps, labels, address cards,
to all personnel transfers.



Call your local
Wheaton Agent (500
Agents—all principal
cities) or write to:

Wheaton

Van Lines Inc.

General Offices
Dept. 25, Indianapolis, Indiana

LONG DISTANCE MOVING

"the safest distance between two points"

Western affiliate:
LYON VAN LINES, Inc.
Los Angeles, California

R_x for MD's



CIBA Pharmaceutical utilized striking realism
in the introduction of new drugs to "restore
emotional stability." Brilliant colors silk-
screened on book cloth spotlight printed
photos of patients. Recommended drugs are
revealed to doctors when folder is opened flat.

Consult Sloves to diagnose your presenta-
tion ailments, or write for custom samples,
Dept. SM-6

SLOVES

MECHANICAL BINDING CO. INC.

601 W. 26th ST., NEW YORK 1, AL 5-2552

Mail Promotion

By JANET GIBBS
Sales Promotion and
Direct Mail Counsel

Hits and Misses

YOU SAID IT . . . Russell Bright, director of marketing for Hughes Brushes of Canada, Ltd., says, "This direct mail piece [from The National Plastic Products Co.] is headlined 'NEWS from the pioneers in man-made bristles' . . . but where is the news?"

He continues, "My interest was aroused as we use a tremendous quantity of nylon in our brushes. Our supplier is Du Pont. Why couldn't the new supplier tell me why I should buy his product, or send prices, or samples? In other words, the mailing is a complete waste."

He's right. Format was simple: 8½"x11" page folded to 5½"x8½" and offset in black on white. Copy merely carried the NEWS headline plus a bold display line to indicate the kind of product offered, the names of manufacturer and distributor, *both located in the U.S.*

What did National Plastic Products hope to accomplish?: Announce the fact that it made bristles? . . . advertise that Frederick H. Cone & Co. Inc., N.Y., is the distributor? Who cares? Why should the onus be on Bright to find out why National's product may be better in quality or price; or how he can get samples and prices? Why should he have to figure out what benefits he might enjoy if he were willing to switch from a long-time supplier?

And why didn't the mailer make it easy for prospects to ask for samples and prices? Yes sir, this one belongs in the round file.

HEADLINES VS. PERSONALIZATION: Cornwall Corp., Boston, recently mailed a letter produced by some low-cost duplicating method . . . in a faded purple ink. It was personalized with a six-line fill-in in black, and addressed to an executive who had left the firm almost two years before. What a waste of money!

The moral? Form letters might better carry a challenging headline, unless you do a careful matching job on the fill-in. And if you use personalized lists, make sure they're up-to-date. Whether you buy the list or maintain your own, find out when it was last "cleaned." With the high percentage of executive turnover this is a must—except in a few stable industries.

100% EXPOSURE AND MAXIMUM ATTENTION was reported on the Dodge mailing to Dodge dealers in the New York Metropolitan Area. Its agency developed an inexpensive sales message mailer . . . written in Chinese characters and mailed from the Hong Kong office.

This isn't a new technique, but it is usually a successful one. Ask your mailing house how to arrange for letters (or cards, etc.) to be mailed from abroad. There is glamor and excitement in receiving mail with foreign postage stamps. You'll get readership.

BUDGET-WISE promotion men keep specific records. Could be all this talk about slashing the government's budget that makes me wonder what happens to the average ad or promotion manager when the top brass decides to solve a tight money problem by cutting the advertising budget. He's a dead duck without *facts*—the undeniable evidence, in dollars and sense, that mail promotion pays off.

With the reported cost of industrial sales calls at a high of \$20 per call—and still rising—you can build an impressive "case" for mail promotion in a business of any size.

Keep a scrapbook or some permanent record of results plus other evidence of success: awards, complimentary letters, increased number of qualified sales leads at lowered costs, hypoed sales volume, etc.—all the facts you'll need when and if your budget is challenged.

OFF-BEAT DOOR OPENERS were featured by Frederick Post Co. to open doors long closed to its salesmen. Post makes drafting and engineering material, including sensitized paper. Recently it developed a new coating process that needed personal demonstration.

To pave the way for the salesman's visit, five novelty "test kits" were mailed a week apart, with the personal call made immediately after the last mailing. Each contained a sample of the new paper; a brochure describing the coating process; a personal note from Jack Post, v-p, sales; and a unique testing device based on ball bearing, tacks, corks, matches, whistles.



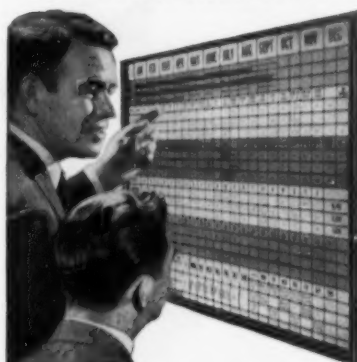
Instructions for conducting the tests were of the tongue-in-cheek variety. For example: Copy for the Blood Test Kit read, "Now you can find out who the real blue bloods are. Sprinkle tacks stealthily on chair, wait for subject to make contact. Then inspect tacks carefully. Score as follows: Blue blood, excellent (real Mayflower stock); red blood (just another all-American); no blood (hmmmm?); no tack (hmmmm?)."

Instructions, along with probable consequences, were printed on 6"x4" colored stock. In each case, copy concluded that only a test would prove the quality of Post's new paper.

Sales reports show that the direct mail campaign resulted in a record number of conversions of hard-to-see prospects into customers.

The End

You Get Things Done With Boardmaster Visual Control



- ☆ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ☆ Facts at a glance—Saves Time, Saves Money, Prevents Errors
- ☆ Simple to operate—Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ☆ Made of Metal, Compact and Attractive. Over 150,000 in Use

Complete price \$49⁵⁰ including cards

FREE 24-PAGE BOOKLET NO. S-500 Without Obligation

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25,000 PROSPECTS

for Less than
½¢ per Name

**CHICAGO AND ILLINOIS
MANUFACTURERS**
Located and Classified
Accurately for You

No other directories like these to help sales managers, salesmen and for direct mail. The Sectionalized Market Selector locates prospects geographically . . . by counties in Illinois . . . then lists, classifies and cross-references them. Gives vital details of every company, such as number of employees, officers, department heads, and products by SIC numbers. Tells everything for effective sales approach. Latest information . . . verified. Your money couldn't buy a better investment for sales and profits. Mail coupon for brochure.

Send facts on Sectionalized Market Selectors to . . .
Name _____
Address _____
City and State _____

DONOHUE DIRECTORIES, INC.

Suite 1433 . . . 14 East Jackson Blvd.
Chicago 4, Illinois



says "it's easier to start
a habit than to stop
one!" And Seventeen,
a new advertiser in
today's **Tide**, recog-
nizes that more and
more top advertising
executives are starting
the **Tide** habit.

Seventeen's agency is
Al Paul Lefton Co.

Sales Promotion Idea File

Making It Easier For Customers to Order

Mercury Business Machines invited listeners to its commercials on WQXR, New York, to wire collect for estimates. The New York Telephone Co. suggests in its ads that sales managers invite their customers to phone orders collect. Many companies neglect such methods of facilitating orders. Written confirmation of verbal orders can be as binding on the customer as a written order from him would be. For sample of a legally binding letter of confirmation, write to Louis N. Fields, Legal Adviser to the League of Advertising Agencies, 220 West 42nd St., New York, N. Y.

How to Get On Uncle Sam's Mailing List

Every year the U.S. Government prints thousands of books and pamphlets, many of which are helpful in sales promotion, research and other phases of marketing. A directory of current publications, called "Selected United States Government Publications," is issued biweekly. You can receive it free by writing to Superintendent of Documents, Government Printing Office, Washington 5, D. C.

"Take-One" Transits Are Great Lead-Getters

Have you ever seen a pad of tear-off coupons on a car card? This simple device is amazingly effective in producing leads, booklet requests and mail orders. One possible reason for success of "take-ones" may be the average length of each rider's trip, 25 minutes. For a sample of "take-one" cards and full information on transportation advertising, a sometimes overlooked primary medium, write to Seymour Vall, National Transits, Inc., 120 East 56th St., New York, N. Y.

By **LARRY SCHWARTZ**
President
Wexton Advertising Agency

New Stick-On Identification Badge

A new time-saving badge goes into the typewriter and onto the lapel without pins or other devices for attaching. Backing peels off instantly and badge adheres well and cleanly to any clothing surface. For sample and prices, write Jack-Bilt Corp., 906 Central St., Kansas City, Mo.

Display Shippers Printed in Full Color

Shipping cartons, floor stands, counter units and prepacked displays now carry your national advertising right through to the point of purchase. Inspired by Harry Meeker, advertising production manager of Colgate-Palmolive Co., a leading manufacturer of displays has developed a process that makes it possible to use lithography, rotogravure or flexography to reproduce halftones in full color, either from artwork or transparencies, on corrugated boxes. For information write Paul Bouchever, Gibraltar Corrugated Paper Co., 350 Warren St., Jersey City 2, N. J.

Bingo Pays Off At Sales Meeting

Calvert Distillers numbered each ad and promotion piece in portfolios given to salesmen at wholesalers' sales meeting, got unprecedented attention and results by distributing Bingo cards to salesmen, and awarding cash to those whose cards spelled out "Moola." For details on this novel approach, write Jack Wachtel, Merchandising Director, Calvert Distillers Co., 405 Lexington Avenue, New York, N. Y.

Are New Parents Prospects for You?

Supply your dealers with lists of new parents in their areas, and supply them with a mailing piece to promote your product to those parents.

Lists available from Arthur Martin Karl, Names Unlimited, 352 Fourth Ave., New York, N. Y.

New Approach to Prizes

With so many firms going in for high-ticket prizes, it's a refreshing change of pace to offer many low-priced, yet unusual items, such as those included in the Damar catalog. Hundreds of items in the \$1-\$30 range are shown, from Ming trees to wine racks, a pocket-size electric water heater, spring-powered shaver, etc. Catalogs are provided free for your promotions. Write for sample to David Margulies, Damar Products, Inc., Elizabeth, N. J.

New "Do-It-Yourself" Presentation Book for Salesmen

A compact "Sell*It*Kit" [see page 81 this issue for report on its use by J & J] which enables an individual to make his own professional visual presentation is offered for \$8.95 by Joshua Meier Co., 601 West 26th St., New York, N. Y. Contains VPD Spel-binder with 10 acetate pages, mounting sheets, stock illustrations and colored paper for dressing up the presentation, graph-ruled sheets, color pencil, lettering guide, ruler, paste and tissue layout guides. Write to Mrs. Cynthia Smith for catalog, or to order.

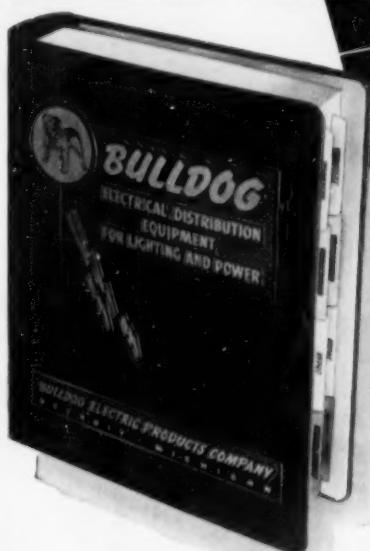
Another clever idea in presentations is a ring binder with a window in the cover, permitting you to use any printed piece or photo as a front cover design. Sample sent on 10-day approval by Gerry Fossler, G. O. Fossler & Assoc., 154 Erie St., Chicago, Ill.

Miniature Models

Scale models of your product, plant, etc., can be made by Atkins & Merrill, South Sudbury, Mass., adding a nice touch to exhibits, presentations, displays.

● **SALES PROMOTION IDEA FILE** is a review of sales-producing tools and ideas, designed to stimulate the thinking of sales-minded executives. The materials referred to each month are displayed during the same month at The Advertising Center, 285 Madison Ave. at 41st St., New York, N. Y. Contributions to this column and questions about advertising, sales promotion or marketing problems should be sent to Larry Schwartz c/o SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Your Checklist for Sales...



TAKE advantage of all marketing essentials and your program becomes more effective than ever before. One essential often overlooked is the loose-leaf system of cataloging, perfected by Heinn. With Heinn Loose-Leaf Binders and Colorific Indexes, your salesmen and customers have quick access to current facts about products, prices and sales policies. Orders come faster and your salesmen make more calls per day. Your total sales volume rises.

Hundreds of America's leading manufacturers and wholesalers keep placing repeat orders for Heinn Loose-Leaf Binders. They know the value of Heinn products to their own marketing operations. And they accept no substitutes.

HEINN

Copyright 1957, by The Heinn Company, Milwaukee

Why should you?

For all the facts
about Heinn
products, send
a request on
your letterhead.
Or clip and mail
this coupon.

THE HEINN COMPANY, 314 W. Florida St., Milwaukee 4, Wis.
We are listing quantities of items on which we'd like complete information:

..... Salesmen's Catalog Binders
..... Dealer Catalog Binders
..... Manual Covers
(Sales, Service, Parts)
..... Price Books
..... Colorific Indexes

☐ Send "Facts at Your Fingertips," Heinn's new booklet for the catalog planner.
☐ Have your representative call.

Name.....
Firm.....
Address.....
City..... State.....



**38% of all adults in households in New York City and
suburbs serving Scotch whisky read The News...**

Source: Profile of the Millions... a study conducted
by W. R. Simmons & Associates Research, Inc.

Approved by the Advertising Research Foundation.

Any New York News office will show you Profile.



Scotch whisky?

*...In households serving Scotch whisky,
The News has more readers than any two other
New York morning papers combined...and more
than any two New York evening papers combined!*

Scotch servers have one thing in common
— they can't have thistles in their purse!
In metropolitan New York, their favorite
newspaper is The News — with 1,040,000
adult readers in households serving Scotch—

510,000 more than the

World-Telegram & Sun

550,000 more than the Mirror

560,000 more than the Times

590,000 more than the

Journal-American

680,000 more than the Post


740,000 more than the

Herald Tribune

Buyers of this illustrious import are
also better prospects for the better price
lines and all quality merchandise.

And The News moreover delivers more
readers in families with \$10,000 and up
incomes, more in the \$5,000-plus bracket,
more owners of air-conditioning units, more
home owners, more families with children,
more bondholders and stockholders, more
customers for better goods and volume!

In the nation's richest market, The News
with 4,780,000 readers daily delivers most
buyers and prospects—because it has most to
deliver! Ask for all the facts.

The  News, *New York's Picture Newspaper...*

with more than twice the circulation, daily and Sunday, of any other newspaper in America...



MELODEE LANE LINGERIE, INC., attributes a 20% sales increase to adoption of Alathon (product of Du Pont) bags. Stanley D. Grossman, sales manager, says bags insure virgin pack for retailer, offer easy storage and handling, reduce markdowns. "But one sample garment must be left unwrapped for shoppers' inspection. Our bouffants are style items; customers want to see before buying."



THE SAVINGS ARE BIG for Buzza Cardozo, greeting card manufacturers. Cellophane packages are credited with 20% savings in labor, 65% in materials, 50% in storage space, 35% in shipping costs. Unsealed back seam permits insertion of a stock card.

"See-through" Packaging: Everybody's Doing It

Wider and wider is the variety of products whose manufacturers are finding both cost-savings and merchandising advantages in transparent wraps. Here: 11 examples.

Ask for statistics on the overall picture in transparent, flexible packaging, and you draw a blank. Reason: There are so many new materials being developed, and their applications multiply like rabbits.

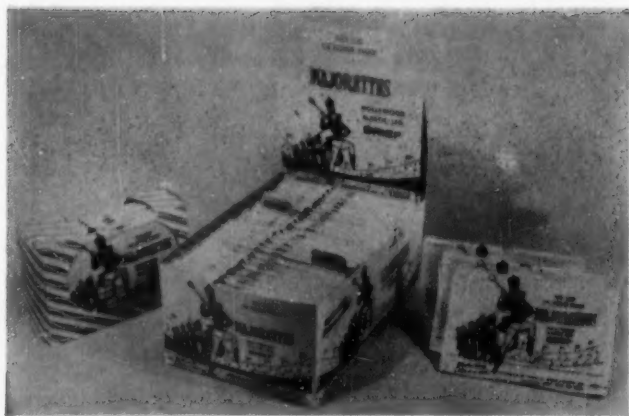
On cellophane alone—the granddaddy of all plastic films—this year's production will run between 400 and 450 million pounds compared to about 330 million in 1956. New productive capacity has corrected a five-year shortage; the industry's biggest producers (Du Pont, Olin, American Viscose) are now in for some "hard sell."

Today there are all sorts of "combination" materials, like laminations. In such combinations are found wide varieties of characteristics, in addition to the basic advantages of visibility of contents, protection against soil and pilferage, light weight, ease of handling. One material may "breathe"; another may be moisture-proof; still another, non-fogging, for example.

Two applications are gaining ground: the use of flexible film for multiple packaging [see Bromo Seltzer photo], and "skin packaging," with the film contoured to the shape of the product [see Stanley Hardware photo].



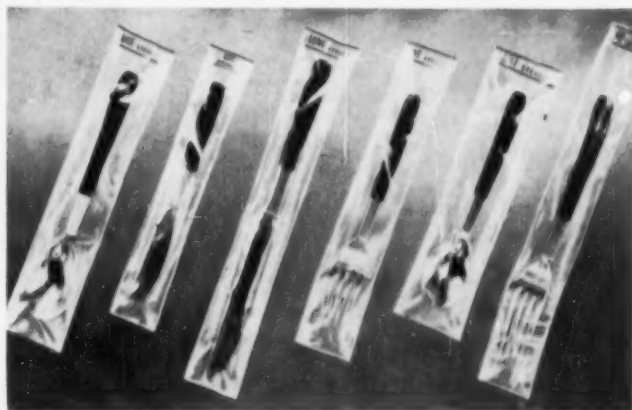
NEW DISPLAY POSSIBILITIES were opened up when J. P. Stevens & Co. adopted polyethylene bags for sheets and pillow cases. Bags have special prefab loop closure to permit removal and subsequent replacement of sheet by salesperson. Coral pink band and border, printing in white and charcoal gray. (Bags by Container Corp.)



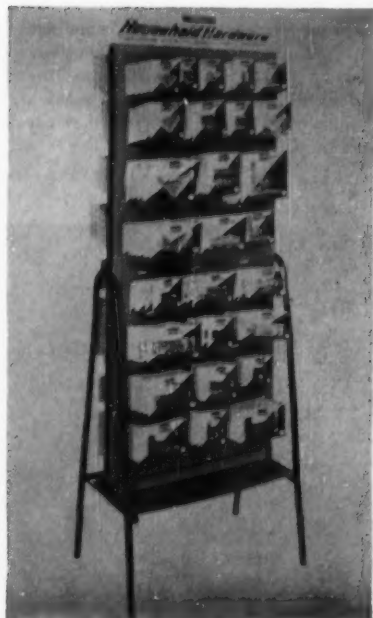
REDUCED MARKDOWNS followed adoption of cellophane four-color packs for Majorette rayon panties manufactured by Cute Undies. Envelopes are packed six to a box for multiple selling, or stacked in shipping carton which doubles as a counter display. (Packages by Lassiter Corp.)



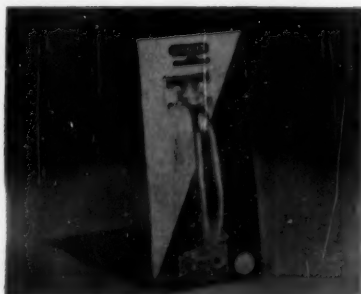
BEATING THE HUMIDITY. Factory parts supplied by Victor Animatograph Corp. are packed in polyethylene bags with VPI (Vapor Phase Inhibitor) paper. Both dirt and moisture are sealed out. "This type of packaging is especially beneficial in tropical areas," says the manufacturer.



TO EACH ITS OWN: Individual pieces of silver manufactured by Lunt Silversmiths are sheathed in bags of Alathon to protect them from tarnish and fingerprints, yet remain fully visible.



HEY, WHAT'S THIS? Answer: clams on the half shell, frozen in the package. Redi Foods Co. Bag is made of Alathon which retains its toughness and flexibility even when -95° .



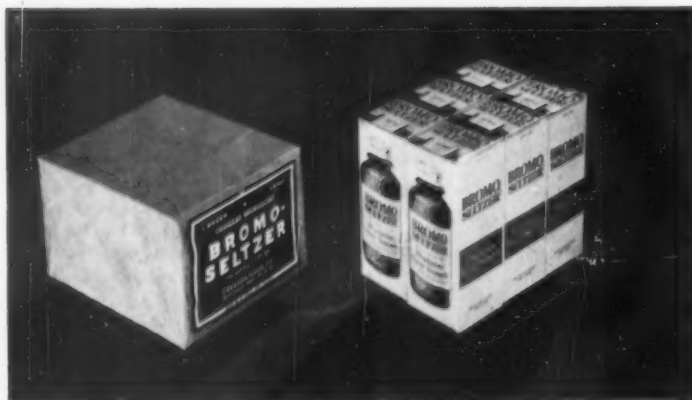
NEW SALES "OOMPH" for hardware . . . Skin packaging with cast vinyl film protects a variety of hardware items (hinges, hasps, latches, door pulls, for example) made by Stanley Hardware Div., The Stanley Works. Each item, screws included, is mounted on a card which carries instructions on use on the back. Units fit neatly into a display rack. Shown here, in close-up, is a safety hasp. (Film is Krene, by Bakelite Co.)



"See-through" Packaging . . .

(continued from preceding page)

MIDGETS: Smaller than a matchbook is the cellophane-wrapped package used by Blue Island Specialty Co., Inc., for its Bisco dental burs. Package holds six drills set in a grooved wooden or plastic block. Semi-circular cut-away window reveals type of bur. Cellophane is Avisco, product of American Viscose Corp.

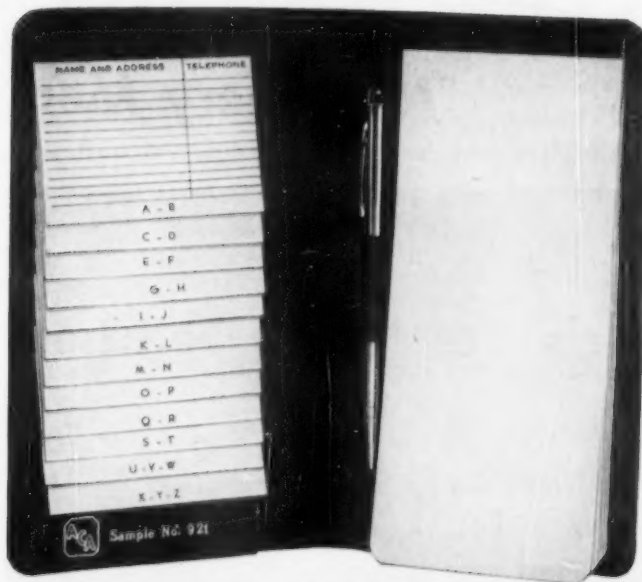


MULTIPLE PACK: Emerson Drug Co., Division of Warner-Lambert, Inc. uses cellophane "bundling" for Bromo Seltzer. Advantages: wholesaler handles six packages as one, there is quick identity, labor and handling costs are reduced. Illustration at left shows former packaging method. (Olin cellophane.)

MORE CONVENIENCE for busy housewives is offered by Texas Brands, Inc. Pre-cooked frozen dinner (entree and two vegetables) is packed in a bag of polyester film combined with polyethylene. Bags are merely dropped in boiling water for a few minutes, removed, torn open for service. Freezer to table time: 10 minutes. No pans or spoons to wash. (Material is Mylar, product of Du Pont.)



Here's a REAL Pocket Secretary . . .



just the thing to give to your customers as a good-will gift — or to your salesmen, dealers or distributors at meetings, conventions and other important gatherings.

Available in Genuine Morocco, Genuine Cowhide and Genuine Pigskin. With your ad stamped in genuine gold, it is a useful, continuous reminder of YOU.

Let us know the quantity you need — we'll send cost information promptly.

Minimum order — 25 pieces.

For sample of No. 921 as illustrated, send \$3.00 — rebated on receipt of an order.

ADVERTISING CORPORATION OF AMERICA
Manufacturers Easthampton, Mass.

live out of it . . .
work out of it . . .

Snapak
by **SCHILL**



It's the bag with the split personality for your overnight business trips. One side of the Snapak has three roomy pockets for your correspondence and records. The other side is a hidden compartment, big enough to hold an extra shirt, a tie or two and your toilet articles. A full center flap hides the compartment when you open your Snapak during a business call. Also available with pockets on both sides and no flap.

Made of handsome top grain cowhide in several colors and styles. 12" high, 17" or 18" long, 4", 5" or 6" wide. Solid leather handles, safety lock, reinforced corners. At your favorite luggage or department store. Custom-built bags for your entire organization also available on request. Write for quotations.



Leather Goods Co., Inc.
 Cincinnati 25, Ohio



"Machinery Men, Meet Emily Post: She's Your New Teacher"

Training in the social graces is now a routine—and important—phase of the sales training program of Crown Cork & Seal Co., Inc., Baltimore.

The firm makes bottle caps and filling machinery for beer, carbonated beverages and milk.

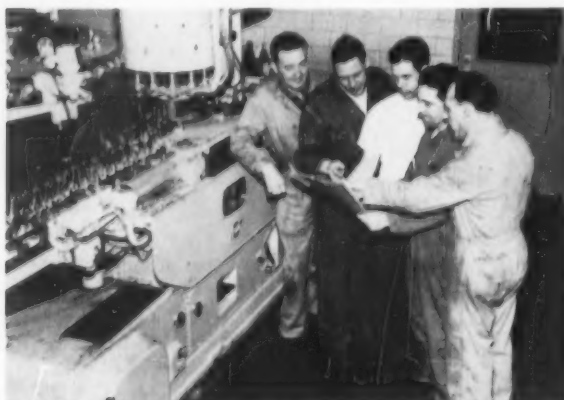
The object of rounding out technical training with lessons from Emily Post's social "bible" is simple: The company wants to improve human relations with its customers and prospects.

Crown's machinery is sold by sales representatives to brewers, bottlers of carbonated beverages, dairies, and food packers all over the world. Specially trained sales engineers are available to furnish technical advice and assistance to both salesmen and customers. Under supervision of sales engineers, field service representatives install and service the machinery.

Well, Crown Cork & Seal Co. didn't say it just that way, but it did include a course in social behavior in its latest training curriculum . . . and with Emily as the authority. Object: Smoother relations with customers by more attention to courtesy and tact.

Like most companies, Crown for years recognized the importance of the field service representative, but mostly from the technical point of view. If the machinery was installed correctly and kept functioning at a high degree of efficiency, the work of the field service representative was considered satisfactory. But complaints occasionally would sift in from the field. When they were tracked down, it was found, in most instances, that

not the machinery but the human element—the field service representative—was slightly off beat. Typical complaints from customers were: the right person had not been thoroughly instructed in the operation of the machinery; the field service representative had failed to discuss a completed repair with the plant maintenance representative and had unceremoniously left the plant; the field service representative had rubbed someone



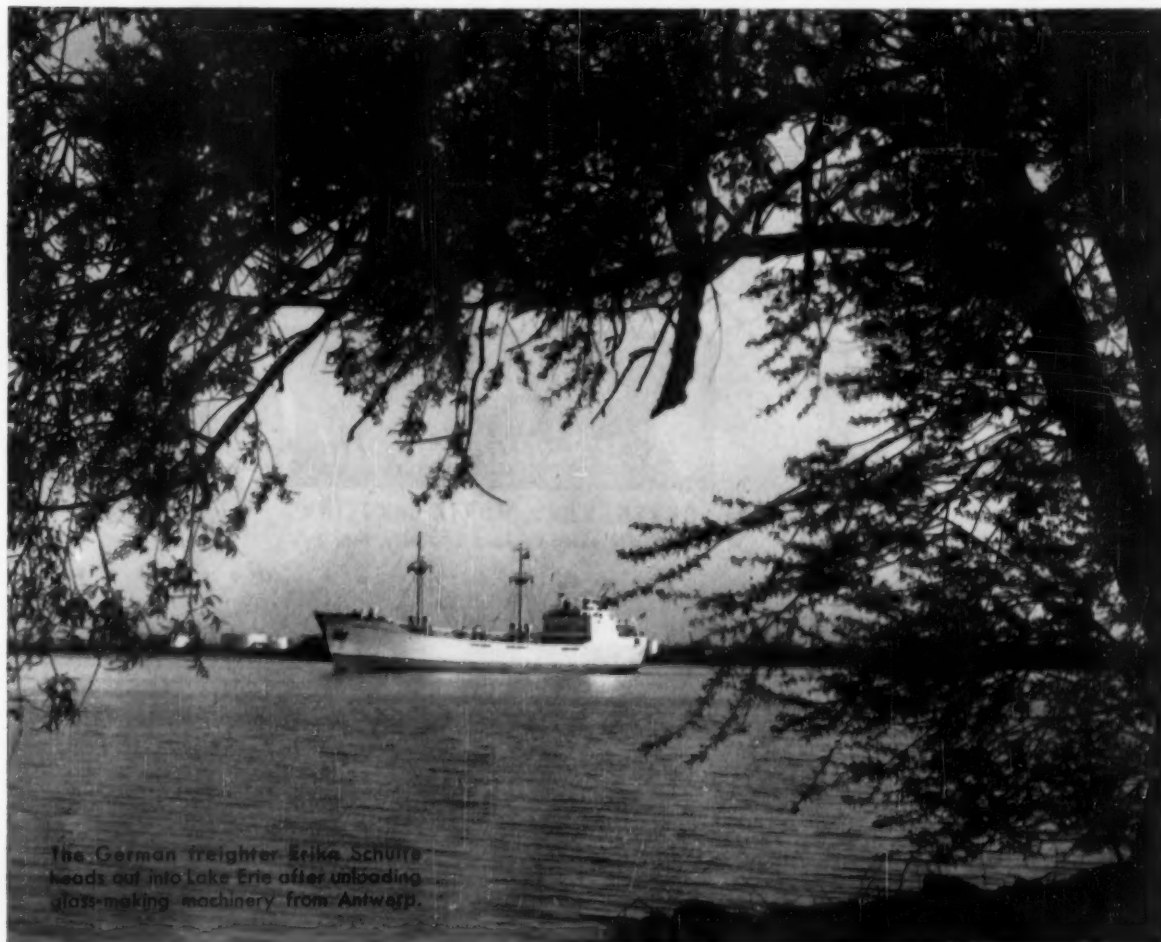
ON THE JOB, Crown Cork & Seal field representatives are charged with the exacting job of installing and servicing bottling machinery. But they have another important obligation: to build good will with everyone they meet when they visit a customer's plant. So a new dimension was added to their company sales training program.




HERE THEY ARE, same men, doing some cramming in preparation for a role playing session on how to acknowledge an introduction. Their text is the widely-known book by Etiquette Authority Post. Men became so adept at making smooth introductions, some of them surprised their wives. Course covered other social graces as well.

TOLEDO is the key to the sea

Ninth largest port in the U.S., Toledo is already the center of Ohio's third market — \$1,996,423,000 net effective buying power.* What will it be when the St. Lawrence Seaway is completed? Keep your sights trained on Toledo, the key to the sea.



The German freighter Erika Schulte heads out into Lake Erie after unloading glass-making machinery from Antwerp.

And **TOLEDO'S NEWSPAPERS** are the key  to this great and growing market on the St. Lawrence Seaway. There are no duplicate keys.

Ask us for **THE BIG PLUS**—i.e., marketing assistance as only newspapers can give it.

TOLEDO BLADE Daily and Sunday. **TOLEDO TIMES** Morning

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

*Sales Management Survey of Buying Power, May 10, 1957.

JUNE 7, 1957

95

"This is the size we use for the Growing Greensboro Market!"

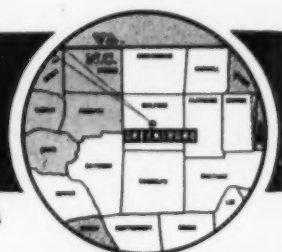


It's a sizzling market with a pleasant aroma of sales in Greensboro's rich, 12-county ABC Retail Trading Area! Consumers consume and buyers buy and readers read the Greensboro News and Record. Put a strip of your budget into North Carolina's paper that gets results. Over 100,000 Circulation Daily—Over 400,000 Readers Daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

the wrong way over an unimportant issue.

Crown decided to investigate the situation and try to come up with a program which would enhance customer relations to the greatest possible degree, and minimize complaints due to the human element.

The initial step was to obtain top-level direction. A "working team" was organized, made up of the director of sales, division general managers and division sales managers, corporate and divisional training personnel, the corporate director of industrial relations, and divisional managers of industrial relations.

This group, working in smaller teams, determined that there was a need for 20 additional field service representatives; that special emphasis should be given to customer relations, and that activities of the field service representative should be fused with activities of the sales representative and sales engineer to bring about a unified sales effort. The program was then turned over to industrial relations personnel to work out details.

Every level in the organization was tapped to enrich the program. Engineers contributed to the scientific and

technical skills area; shop personnel helped explain the "nuts and bolts" of each Crown trade machine; industrial relations and sales personnel contributed in the area of customer relations.

The initial selection of new field service representatives was accomplished principally by depth interviewing and a carefully selected battery of tests. Since emphasis was to be placed on customer relations, as well as technical aspects of the job, interviews and tests explored the area of personality in addition to mechanical adaptability.

One Out of Five

Approximately 100 candidates were examined. Consideration was given to appearance and to the initial impression created by the candidate. Since field representatives are a fruitful source of supply of sales engineers, the question, "How would this man look as a sales engineer?" was kept in mind by interviewers. Finally, a group of 40 men were given tests and depth interviews. From this group 20 were selected.

On the first day of the training program, top executives conferred

with the group, stressing their role as part of the sales team and as key members in the total sales effort. They were urged to take advantage of the program to prepare themselves technically—and socially.

Defying tradition, Crown did not send the neophyte field service representatives into the factory or out on the road to "pick up" skills. Instead, they were given a four-weeks course in physics and chemistry, based on a meticulous study by Crown's engineers of all the physical and chemical principles inherent in the machinery manufactured and serviced by Crown. The course included the application of Bernoulli's theorem, Pascal's law, and Archimedes' principle, all cornerstones of the packaging industry. This unusual procedure was followed because it was felt that the "nuts and bolts" of training would have much more meaning if each man understood the general scientific principles relating to the machinery.

After this course, months were spent by the men in overalls, in the shop and on the road, mastering the "nuts and bolts" of each machine. They received intensive training in carbonated beverage, beer and milk

Tailor-made carton service *by* Gair



Cigarette satisfaction seems guaranteed when Pall Mall dresses up in bold color by Gair. Crisp, clear Pall Mall identity—bold uniformity from start to finish of long runs, assured by Gair.



Gair gives Halo product identity the golden touch with vivid fall-eye appeal and then some in gravure grandeur by Gair!



Gair gives Old Crow a new twist! Strip off the clean, clear Old Crow brand-name tab, and presto—beautiful Gair gravure creates a startling gift package.

Gair has a proven flair for creating cartons that sell. Gair Service is also a proven asset to satisfied customers everywhere. Discover how *your* product can be even more of a prize in a package by Gair—call your Gair representative or write Gair, today.



GAIR

creative engineering in packaging

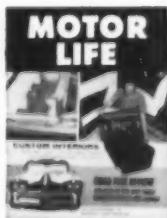


BOXBOARD AND FOLDING CARTON DIVISION OF CONTINENTAL  CAN COMPANY
530 FIFTH AVENUE, NEW YORK 36, N. Y.

THE PETERSEN READER...four of a series



P.A.G.* readers are *Influential!*



The Petersen Automotive Group's 4-million readers are recognized authorities on things automotive. Friends and neighbors follow their lead. Reach them with your sales message. Sell them, and you'll also sell the additional millions who are directly *influenced* by P. A. G. readers!

*THE PETERSEN AUTOMOTIVE GROUP (Motor Trend, Motor Life, Hot Rod) has an ABC circulation of 1,112,278, and a combined readership of over 4,000,000 - unquestionably the "World's Largest Automotive Consumer Readership!"

PETERSEN PUBLISHING COMPANY • 5959 Hollywood Blvd., Los Angeles 28, Calif. • HOLLYWOOD 2-3261

production, with emphasis on filing problems. Instructors for the most part were the engineers who had designed the machinery and developed it to its present high point of efficiency.

Monthly steering committee meetings were held to assay progress and replan future elements. The steering committee was comprised of training, sales, engineering, and shop personnel most directly related to the program, and members of the field service representative group. Crown felt that involvement of representatives in program-planning would improve the quality of the program, give the men a greater sense of participation.

Developing ambassadors of good will for the company was accomplished by a frontal attack. Every aspect of the field service representative-customer relationship was analyzed and broken down into a skill area. The resultant list resembled a debutante's course in correct social behavior, with such items as acknowledging an introduction, making an introduction, terminating a visit, dining with customers, and wearing appropriate apparel. Emily Post provided the source material.

Asked for Public Speaking

A series of conferences was held to develop all the necessary social skills. Field service representatives recognized the need for them, requested that public speaking be added to the list. A key training device was role-playing—the men actually went through the activities time and time again until the social amenities became automatic. On disputed points, Emily Post was the arbiter.

While practicing introductions, an assignment was given to each man to introduce his wife to at least one person. One man remarked, after the completion of his assignment, "My wife looked up in surprise at my change in technique, wanted to know what was going on at the factory."

Follow-through on sales leads, responding to a customer's complaint, and selling ideas to a customer were integral parts of this program. Sales leads, such as an inquiry on the price of a specific machine, were recorded on tape and played in the conference room; the men were then taught how to respond in a way to contribute to the total sales effort. They were told how to uncover sales possibilities in a customer's plant, what to do with the lead when they got it. Complaints were thrust at the men through a tape recorder; they were trained to deal with each complaint so as to enhance the company's reputation for service.

They practiced sales talks on such points as the importance of lubrication, until a convincing degree of skill was attained.

Crown reached back to World War II for an old training technique. Realizing that the ability to instruct customers in proper use and maintenance of Crown's equipment was a necessary skill for the field service representative, Job Instructor Training was revived and made part of the program. Each representative was grounded in skills and techniques, then given the opportunity to get up before the group and demonstrate an operating procedure relating to a specific machine.

During the concluding days of the 7-month formal program, top executives met with the group, again emphasized the importance of customer relations and pointed out that the

success or failure of each man now depended on his ability to put his newly acquired skills into practice.

When the men were assigned to individual sales districts, the district manager understood, in each instance, that the training program was in no sense complete but would continue for some time from an every-day point of view. Each district manager was presented with an outline of specific areas of training that had been completed in detail, and advised of other areas that needed refinement.

Future plans call for meeting with the group at intervals to discuss specific problems that have been encountered in the field, from a technical and human relations point of view, and to try to arrive at workable solutions.

Crown is convinced that this kind of training pays.

The End



What a premium!

The fun and excitement of taking a picture one minute and seeing it the next has made the Polaroid® Land Camera one of the world's most wanted gifts.

Used as an incentive for salesmen and distributors, as a dealer loader, as an award for display placement, as a consumer contest prize—the Polaroid Land Camera really gets action! Top companies have used this camera as a premium with tremendous success.

PREMIUM SALES DEPT. 3-67
POLAROID CORP., CAMBRIDGE 39, MASS.
Please send me information, prices, and case histories on the Polaroid Land Camera used as a premium.

NAME _____
COMPANY _____
ADDRESS _____
CITY _____ STATE _____
POLAROID CORP., CAMBRIDGE, MASS.

"...read by people whose progress and profits

George W. Head, Advertising Manager of the National Cash Register Company, has been successfully associated with the business machine industry for over 30 years. During most of that time, he has been responsible for advertising or sales promotion, or for activities closely related. At present he is responsible for both advertising and sales promotion. Recently we had the opportunity to discuss the use and importance of trade and industrial publications with Mr. Head at his busy Dayton office.



Q Just how long has National Cash Register Company been advertising?

A Our company was organized over 70 years ago and we've been advertising actively ever since. In fact our founder, John H. Patterson, has often been called the Father of Scientific Salesmanship, and his reputation as an astute and effective salesman is certainly based on his advertising sense and know-how. Mr. Patterson looked upon advertising as the right arm of selling and his instinct for advertising was so exceptional that today we still follow certain practices which he laid down.

Q Can you give an example of how Mr. Patterson's thinking still influences your advertising?

A In the early days, Mr. Patterson not only gave advertising his over-all personal attention, but even wrote much of the copy as well. To test its effectiveness, he would frequently show the proof of an advertisement to a butcher whose small shop was near the factory. If the ad made sense to the butcher, Mr. Patterson believed it was safe to run. After all, the butcher represented a detached point of view, was the user of a cash register and a potential customer for a new one. You might term this an early—perhaps the first—practice of what we today call motivation research.

Q And you still field-test your copy?

A Yes indeed. We know how important it is to make our story factual, believable, and, above all, useful to the reader.

Q When did you first start using trade and industrial publications?

A Very early. The first type of advertising we used was direct mail, but we have proofs of trade paper advertisements in our files that date back to the early 1890's. I'm assuming, of course, that your definition of a trade or industrial paper agrees with ours; namely, a publication edited entirely for a particular profession, industry or business—and designed to serve the people in that field who are looking for help and information rather than diversion.

Q Yes, we agree on definition. Now tell me, if you will, Mr. Head, just how these publications fit into your overall program.

A In all, we use some 135 publications. Through them we maintain our reputation for finest quality and workmanship and superior mechanical features. However, our advertising in the trade and industrial press can be far more specific and factual. This is because it is directed to people we know are interested in what we have to say and because we know the sort of information the reader is looking for. After all, business papers are read by people whose progress and profits depend on an intimate knowledge of their field—techniques and systems employed by competition, the new developments and methods that will help do a job more efficiently. The trade and industrial paper audience reads advertisements as avidly as it does editorial content.

Q What is the basic theme of your advertising?

A We use testimonials from the users of our products who tell specifically how much money they save as a result of their National System—how they save it and how soon these savings return the cost of their investment. This money-saving theme can never lose its effectiveness so long as business is operated for profit.

Q Just how important a part does advertising play in the sale of NCR products?

A In our business, advertising alone can not sell the product. Our salesmen are absolutely essential to us if we are to maintain volume sales. But we do look upon the sale of our products as the end result of five basic steps, of which advertising is an all-important essential. These are (1) getting attention; (2) arousing interest; (3) winning confidence; (4) creating desire; (5) stimulating action.

Q In which of these five steps do you believe advertising can be most helpful?

A Our advertising is designed to assist our salesmen in the first four of these steps. When one of our salesmen calls on a potential customer who is already well acquainted with NCR and has interest and confidence in our products, and a desire for them, he can devote his entire call to the customer's particular

depend on an intimate knowledge of their field"



"The trade and industrial paper audience reads advertisements as avidly as it does editorial content."

problem. Advertising eliminates the need for the salesman to labor through the first step of getting a hearing, and the additional steps of educating the customer to the point of acting.

Q Then you feel that advertising reduces the total cost of marketing?

A Definitely. The cost of personal salesmanship is usually the largest single item of marketing expense. When advertising is used to help accomplish certain steps of the sale, the salesman can concentrate on the final step—closing it. And the more productive he becomes, the more the cost per sale goes down.

Q What are the basic objectives of your trade and industrial magazine advertising?

A We have two objectives. The first is to interest prospective customers *now* so that they will inquire *today* about the benefits of a National System. The second is to plant in the public mind one simple but powerful idea about NCR—association of the name National with the actual saving of time and money.

Q Is your use of trade and industrial magazines increasing?

A Continuously. This year we are using the largest number of business publications in the history of our company and we are telling the NCR story to the largest number of readers.

Q How do you measure the effectiveness of your advertising?

A We rely on a combination of factors. An increase in sales is obviously an important clue. And the reaction from our sales organization tells us how useful our advertising is in helping them make more sales with the same time and effort.

Comments from businessmen soon reveal how well our message is being received. These factors, studied against our background of experience over the years in the psychology of advertising, enable us to evaluate pretty well the job being done.

Q What is the reaction of your salesmen to your advertising efforts?

A They are most enthusiastic. Salesmen in all parts of the country continually report sales that have grown out of inquiries stimulated by advertisements.

Q Do your salesmen make collateral use of your advertising?

A Yes. We furnish reprints of all advertisements to our salesmen for whatever use they care to make of them. These make excellent direct-mail pieces and are effective when used in written proposals made to new prospects. Our branch offices also use blowups of our advertisements in their display windows.

Q Do you believe that business publications are increasing in their importance?

A Indeed I do. We are living in the era of a new industrial revolution—an era of specialization, with rapidly changing trends in business. Trade and industrial publications are serving as the real specialists in their individual fields, and



"When advertising is used to help accomplish certain steps of the sale, the salesman can concentrate on the final step—closing it."

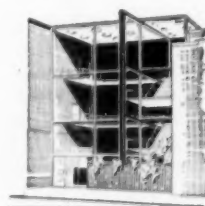
through them we are learning what we must know to do business today and preparing ourselves for the business world of tomorrow.

Q Do you have any concluding comments to make?

A Just that I think it important to recognize this one truth—advertising is salesmanship in print. Too often we see evidence that people regard advertising and salesmanship as two entirely different functions of business, with the result that advertising makes one approach and their personal selling another. Only when these two activities are carefully and closely coordinated in theme as well as objective can we hope to get the most out of either.

Through the use of trade and industrial publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them and most productive for you. In this respect, today's responsible trade and industrial press serves a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers. With such acceptance goes proportionate selling power.



Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 59, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • The Iron Age • Hardware Age • Spectator • Hardware World • Jewelers' Circular-Keystone • Automotive Industries • Gas • Distribution Age • Optical Journal and Review of Optometry • Motor Age • Boot and Shoe Recorder • Commercial Car Journal • Butane-Propane News • Electronic Industries • Book Division



MONEY TALKS: V.P. Welch's chart shows how sales perked up when the company announced a 2% increase in commissions.

2% More Incentive for "Reps" Cleans a Jammed Warehouse

The situation: Excessive inventories.

The question: Do we cut prices, reduce the commissions of our representatives, or both—or neither?

The solution: Neither. We raised the commission rate. And sold ourselves out of a slump.

ORRadio Industries, Inc., manufactures Irish brand magnetic recording tape. Since the company was established several years ago, our business has increased steadily. But we faced the fall of 1956 with the problem of moving mounting inventories in a keenly competitive market. By the time our fiscal year ended, February 28, 1957, we recorded an overall 62% increase in sales and one of the smallest inventories ever shown on the company's annual statement.

How did we do it?

In the spring of 1956 we had found ourselves with more orders than one shift could produce but not enough to keep two shifts busy.

Realizing the potential of the tape business, we decided to put on a second shift anyhow. As both shifts swung into production during the summer our warehouse began to bulge with excessive inventories.

Our marketing program is based

Under circumstances in which many a manufacturer might be tempted to save dollars by cutting commissions and cutting prices, ORRadio elected to see what would happen if commissions were increased. Payoff: Sales up 62%.

By NAT WELCH

Vice-President, Sales, ORRadio Industries, Inc.

on two-step distribution: manufacturer to distributor to dealer. The sales representative is the link between the manufacturer and the distributor.

Three years ago we wanted to emphasize the dealer's importance in the expanding consumer market. We reduced prices across the board—to consumer, dealer and distributor.

In such a situation it is common practice in the electronic industry to reduce commission rates to sales reps. That is what we did—and our 18 rep organizations remained loyal to us in spite of the cut from 10% to 6%.

The sales manager of any company that sells through reps always has the problem of competing for a larger share of the reps' time and effort. He realizes the rep will be partial to companies that show him the most con-

sideration and will devote most of his time to lines that are (1) profitable and (2) easy to sell.

Knowing this, we were reluctant to cut the reps' commission rate but, at the time, we felt we had no other choice.

When, in late 1956, we had to decide what to do with our increased inventories, the question was: Do we cut prices and rep commissions again or do we sell ourselves out of the situation?

It was easy to say: "We'll do a selling job." But how? We believed we had a well-rounded merchandising plan with a quality product competitively priced, a strong advertising program, good point-of-purchase aids, and fine jobber support. But this wasn't enough. We needed something

to trigger an aggressive sales campaign for the fall.

We wanted a sales incentive—and we found it by giving a pat on the back coupled with a boost to the billfold. In late September we sent this wire to all our reps:

"Good News! ORRadio reverses trend of decreasing commission rates paid by manufacturers to electronic reps. Effective October 1 your commission is advanced from 6% to 8%. Two reasons for commission hike: (1) You deserve it; (2) You'll have greater incentive to do an effective professional job in selling Irish Tape!"

The next week every one of our 18 rep organizations called, wired or wrote, pledging renewed sales effort.

Tom Beil, Reading, Pa., had this to say: "I'll try to express my thanks in a way a sales manager appreciates most—with an increase in sales."

"This puts the rep on the spot," wrote W. R. (Rusty) Hays, Dallas, Tex. "It is up to us to show what an increased commission rate will do for sales volume. If this results in an increase in sales, it will point the way for other manufacturers to raise their commission rates."

Response Was Good

The reps went to work to prove to their principals that one company was right in increasing sales commissions.

To underscore what the raise in commission rate meant, we sent each sales rep a bulletin showing how he could double his income with a 50% increase in sales. We pointed out that \$50,000 in sales at 6% would net him \$3,000 in commissions but \$75,000 at 8% would bring him \$6,000.

ORRadio felt the results of the new incentive almost immediately. In October, 16 of the reps showed an increase in their territories and the month set a new sales record for the company with an increase of 78% over October 1955.

All the rep organizations marked up increases the next two months, sending November sales 89% ahead of the previous November, and December sales 83% over the corresponding month the year before.

January was the biggest month in the company's history as sales gains continued into the new year. January's increase was 68% and February's was 44% over the same months in 1956.

There's plenty of work for those two shifts now, and we are contemplating a third to take care of steadily increasing sales.

The End

"Memo:

Donohoo To Home Office"

An eternally-traveling v-p finds a practical way to maintain communications with his staff in Cincinnati while he skips around the USA, Asia or Europe.

Executive travel is big and getting bigger. But far-sighted executives who must spend extensive periods away from the office are asking themselves this question: "Do my salesmen, office staff and customers suffer delays in decisions and service while I'm traveling?" Many must answer "yes"—and the remedy seems to rest, in large part, with better field-to-office communications. Delegation of authority is not the complete answer.

Joe Donohoo, vice-president, sales, Mead Board Sales, Inc., Cincinnati, O., is one of these men-on-the-go who clocks well over 125,000 travel miles a year. Dinner in New York, breakfast in Chicago and lunch in Atlanta, sandwiched between two or three meetings, is not unusual. Even on fast-paced schedules such as this, which require strict time budgeting, Donohoo does not leave his office and customers in a state of suspended animation just because he happens to be 1,000 miles away. He keeps the ball rolling on both ends with communications. Here's a case in point:

During a recent 75-day 'round the world trip, Donohoo made a thorough study of the sales potential of paper board products in foreign markets. (Mead now has representatives in Paris, London and Düsseldorf.) While investigating the feasibility of opening additional branch operations, Donohoo traveled in many out-of-the-way places from Melbourne to Singapore, Bangkok to New Delhi, Milan to Antwerp—and not for a day was he out of touch with his Cincinnati office.

A new, 4½-lb. battery-powered dictation machine enabled Donohoo to dictate anywhere, make on-the-spot observations and reports, and get words into action for his office, salesmen and customers—no matter where

his travels took him. A search for the right communications instrument had led Donohoo to this battery-powered unit recently developed by Peirce Dictation Systems. He arranged with Peirce to secure one of the first production models for use on his trip. The unit gave Donohoo complete dictation facilities with end-of-letter marking and dictation belts which could be mailed in any envelope, and transcribed on any standard Peirce office unit.

Donohoo sent back over 300 dictated letters and reports to his office during the 75-day trip—exercising a much appreciated long-range direction of office activities when necessary and maintaining sound customer relations. By dictating on the Peirce unit, whether in a plane or traveling through brush country, Donohoo never left a doubt in anyone's mind as to where and when he might be reached for decisions, inquiries, etc. In hotel rooms from Zurich to London, he dictated complete summaries of the day's activities. On these occasions, he used the unit on regular electrical current to conserve batteries.

Learn from Caesar

As Donohoo puts it: "We businessmen of the electronic age can take a lesson from one of history's better known executives—Caesar—who dictated constantly to over a dozen secretaries. He used communication to multiply himself and his ideas and keep a firm grip on his empire."

"Too many of us fail to use communications instruments at our disposal to the extent we should. There's a lot to be said for keeping yourself and your ideas before more people, more often. The Peirce battery-powered unit, for example, enables me to dictate more material than I could without it, and in much less time. Its compactness and light weight are an improvement over transporting a heavy office unit under difficult circumstances. We can do a lot for our own little business 'empires' by keeping in touch and seeing to it that no one suffers when we travel."

The End

COMING

Sales Management's
exclusive

"Survey of INDUSTRIAL
Buying Power."

JULY 10

It's Called "Chain Reaction Selling"— And It Works for Apeco

The idea is just this simple: Sell one branch office of a company (or a plant or a warehouse), then approach all the other geographical units in the same company for additional sales for similar purposes.

Like a string of firecrackers, one order by an Apeco salesman touches off another in what the company calls "chain reaction selling." This accounts for a handsome 15% of total sales for Apeco (American Photocopy Equipment Co., Chicago).

The chain reaction system of selling Apeco products was instituted four years ago by Lloyd Briggs, then sales manager and now a vice-president. It is supervised today by Dan Thomas, manager of marketing methods and procedures, and a former FBI agent.

Says H. G. "Bud" Miller, Apeco vice-president: "Our salesmen work on the jealousy among a firm's branch offices. The psychological factor in selling enters here as our man says to his prospect: 'Your other plants are using this equipment. Why aren't you, when you can buy independently of the home office?'"

There's more to the mechanics of Apeco's chain reaction selling than this, however. *Here's how it works:* When an Apeco salesman (there are 200 in 11 regions) completes a sale of "Auto-Stat" or "Private Eye" equipment to a mythical Smith Manufacturing Co. in Brooklyn, he sends a detailed report to Thomas in the home office. Thomas investigates opportunities for follow-up sales in other areas of the country where Smith has a plant or branch office. He uses such sources as Thomas' Register of American Manufacturers, insurance directories if the customer is an insurance firm, government manuals if the order is from a government agency.

Thomas makes a list of prospects, sends a copy to each of Apeco's salesmen on a special form headed "Sales Through Teamwork, Chain Reaction."

tion." A description of how the parent company or branch is using the equipment is capsuled in the "Hot Button" section of the form, small enough to fit into a pocket. Special government agency chain reaction material is provided, too.

Miller says that Apeco does not jump into the fray immediately upon receipt of chain reaction information from salesmen. "The home office waits until the delivery is made," he explains, "for we must know if the machine has been shipped and installed—there's always a chance that an order has been canceled, and we'd be embarrassed if we approached a branch office saying that its home office is using our equipment, when in truth the order had been knocked out."

Follows Installation

Once a machine is installed and in use, Thomas gets out his chain reaction piece to Apeco's sales force.

Does it bring results? One government agency had a single Apeco machine a year or two ago; now there are machines in 38 of its 43 field offices.

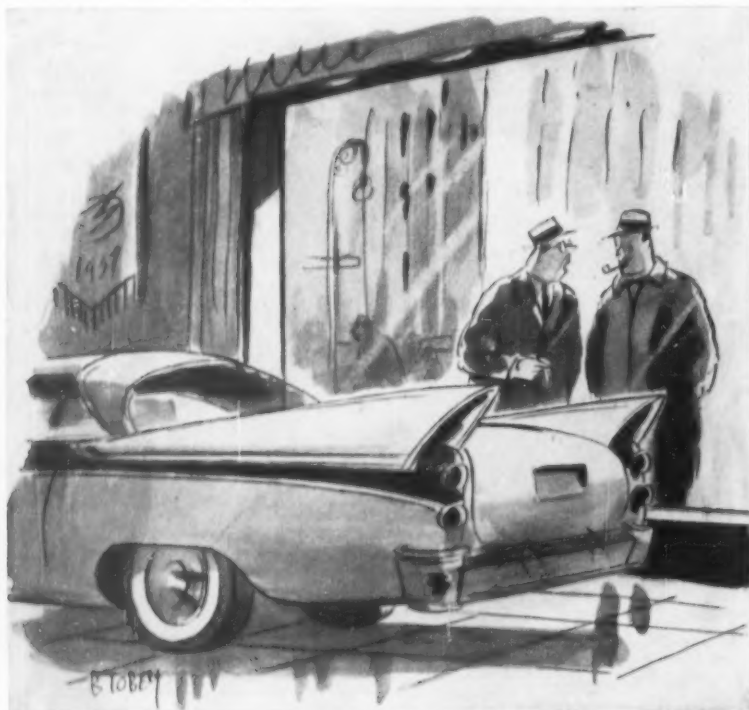
A Cleveland industrial engineering and building firm's home office purchased an "Auto-Stat." The sale was pegged on the company's need for copies of bids, quotations, employment records, time sheets, progress reports, etc. This information, along with other pertinent data about the firm and a list of its various office or operating locations, was forwarded to Apeco salesmen. The chain reaction was set off, in this instance producing 11 additional sales to the one firm.

Following the sale of an "Auto-Stat" to a large oil company's home office, a chain reaction bulletin, sent to salesmen in all cities where the company operates, resulted in 29 sales of Apeco products.

Apeco salesmen like this additional method of making contacts, Miller says, adding, "And the prospects approached like it. An Apeco salesman is usually the first person to let these branch offices know what other members of their family are doing!"

To stimulate interest among Apeco salesmen, Thomas operates a "Chain Reaction Jackpot." His records show who sold chain reactions during a given month. At the end of the month he puts special tickets into the pot, each one worth a dollar. Then he draws a name. In March, there was \$148 in the hopper, about the same in April. The lucky salesman whose name is drawn gets the whole pot.

The End



Drawing by B. Tobey, copyright 1957, The New Yorker Magazine, Inc.

"You don't like tail fins and maybe I don't like tail fins, but can you imagine what would happen to the American economy if nobody liked tail fins?"



"In case you haven't met these three media experts before: HI stands for high acceptance; Brod for broad market coverage and Lo for low cost. They all apply, of course, to the Post-Gazette. Why not put them to work for you!"

How Smooth is Rough?

Here's the ultra-smooth way to treat last year's sales figures rough. Go after the 3 million consumers who spend \$3¼ billion at retail annually in America's 8th Market, Pittsburgh. And cover that market like a 10-gallon hat covers a half-pint head, with the Post-Gazette's high acceptance, broad coverage and low cost. Everybody's using the Post-Gazette to build sales in Pittsburgh. That's why we say . . .

YES! Something HAS Happened in Pittsburgh!

Pittsburgh Post-Gazette

Fastest-Growing Newspaper in America's 8th Market

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT



OTTO LAESCH OWNS HIS FARM of 240 fertile acres and raises corn, oats, soybeans and alfalfa hay. He and his five sons

care for over 70 head of dairy cattle. They have a flock of more than 800 laying hens, producing the finest grade "A"

MORE HORSEPOWER...MORE HOUSEPOWER... MORE SALESPOWER!

*For fast sales action, Hardware Dealers
choose Midwest Unit Farm Papers 8 to 1*

GET MORE DEALER ACTION WITH MIDWEST UNIT FARM PAPERS	
MIDWEST UNIT FARM PAPERS	64.7%
FARM MAGAZINE A	7.9%
FARM MAGAZINE B	6.2%
FARM MAGAZINE C	1.5%

HARDWARE WHOLESALERS asked 4,186 dealers: In what farm publication do you prefer to see advertising for merchandise you sell? Their preference, based on 1,216 replies, are shown here. Other dealer preference surveys available on request.

JOHN CLARK, NORMAL, ILL. HARDWARE DEALER, considers the Laeschs among his best customers. They are shown here consulting him about new power tools for their farm workshop. The amazing quantities of some 300 items of hardware

and other supplies Midwest farmers plan to buy in 1957 are listed in our 12th annual "Buying Intentions" survey. Write for your copy to help determine your Midwest sales potential.



eggs. Mrs. Laesch, of course, is in charge of the home as completely equipped with modern conveniences as any to be found in cities.



EVER SINCE HE WAS A BOY on his father's farm, Mr. Laesch has been an avid reader of *Prairie Farmer*. "Buying our new bulk milk cooler was an idea that came from *Prairie Farmer*," he reported.

KEEP IN MIND the Otto Laesch family of McLean County, Illinois and their big, modern, power-equipped farm in planning your advertising campaign in Midwest Unit Farm Papers.

The Laeschs, and 1,286,992 families like them, make up the \$9.5 billion market for your products in 8 Midwest states. It's the market on which to concentrate because—

- *Midwest farm incomes are more than double the national average.*

- *Farmers are Midwest retailers' biggest and best customers of both consumer goods and products they need in their business.*

- *Only localized Midwest Unit Farm Paper offers such complete and deep penetration of this richest farm market in the world.*

Midwest Unit Farm Papers, read by practically every farm family in the region, are preferred by a better than 3 to 1 margin over the second ranking farm publication.

These facts explain why dealers also prefer Midwest Unit Farm Papers for advertising of products they sell (see chart), and why advertisers themselves, alert to the value of dealer support, have given the Unit a lineage gain of over 50% since 1948 compared with 7% for the farm publication in second place.

So, for more salespower in your advertising, buy the Unit—one order, one plate at a substantial savings in rates.



MR. AND MRS. LAESCH and their five sons, Willis, 18, Darrel, 17, Vernon, 15, Everett, 12, and Marvin, 11, meet as the family board of directors to discuss buying new equipment.



THE LAESCH RECREATION ROOM illustrates what we mean by saying "In the Midwest farming is big business and good living." Midwest farmers own, earn and buy more—almost twice as much as the average U.S. farmer.

SELL FIRST WHERE SALES COME FASTER AND BIGGER

...through the midwest medium that gives you MORE!

The reason more advertisers are putting the Midwest Farm Paper Unit at the head of their farm market schedules is the need to make advertising more selective. Coverage in the world's richest farm market is basic and the Midwest Unit Farm Papers offer:

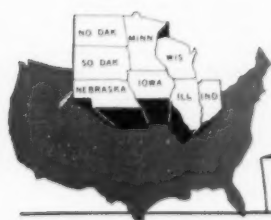
MORE ADVERTISING FLEXIBILITY: Localized Midwest Unit Farm Papers allow you to key your advertising to each of their respective markets. Vary product, copy appeal, timing and size if you wish. List your dealers by states.

MORE PRESTIGE: Midwest Unit Farm Papers enjoy highest

prestige because their farm family subscribers know these publications are published exclusively for them.

MORE IMPACT: Your interests are best served by the medium that is directed at the local level, caters to local needs and closer cooperation from local dealers.

MORE DIRECT RESULTS: Midwest Unit Farm Papers let you pin-point your sales efforts, gear them to sales potentials, check the results in sales. No other medium can give you such complete penetration in the basic farm market.



Advertise ^{most} _{where} **FARMING IS BIG BUSINESS AND GOOD LIVING**
MIDWEST Farm Paper UNIT



SALES OFFICES AT: 35 E. Wacker Drive, Chicago 1 . . . 250 Park Avenue, New York 17, New York . . . 110 Sutter Street, San Francisco 5 . . . 672 South Lafayette Park Place, Los Angeles 57.

I Never Thought I'd Be Selling Brassieres!

(continued from page 31)

that he sound off as though he were discussing what he'd like his children to be. One hears such terms as "well-adjusted," "socially responsible," "rounded personality," etc. At the risk of seeming cynical or deliberately provocative, I shall be frank.

The first question I want answered about a candidate for our sales force is: *What is his basic motivation?* Why does he want to sell? Why does

he want to join our company? Most important, what does he want out of life? And if I get such answers as, "I like selling because I like people," or "I like travel and the challenge of new places, faces, problems," or "I want comfort and security," I am immediately uninterested.

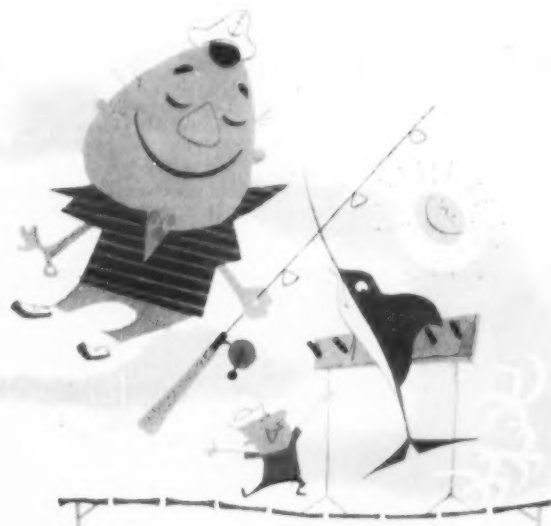
I am, however, interested in men who say, "I want more money. I think I can make more money selling

than at anything else I can do." I am inclined to be skeptical of men who say they are leaving their present jobs because of "boredom—same old problems, same old routine," but I am receptive to those who say, "I want a job where I can make more money."

Let me put it another way, by listing the traits we have instructed the Personnel Laboratory, Inc., to evaluate in its psychological testing of all candidates for our sales force:

1. Acquisitiveness: Men for whom money-hunger is more important than security, prestige, or social respectability, men who want to make a pile of money, and are willing to work like a horse to get it.

2. Selfishness: Men who put their own interests above anyone else's, who are openly and unashamedly competi-



15 minutes... to the Gulf Stream?

..Certainly! This quick trip to the big game fish from Boca's boat docks is one of the recreational reasons why so many organizations return to Boca for their conventions year after year. And when you consider in addition that Boca has its own 18-hole championship golf course at your threshold, that our oceanfront cabana club, the six tennis courts and two swimming pools are yours to enjoy, and that its meeting facilities can accommodate up to 700—it is small wonder that this 1000-acre resort estate has become recognized as Florida's first choice for conventions!

Boca's firm bookings on full American Plan basis extend as far as 1966, with many commitments for 1962, 1963 and 1964.

STUART L. MOORE, President



Boca Raton
Hotel and Club
BOCA RATON, FLORIDA

Write for dates and full particulars to Convention Dept. MG-6

Now They're Selling Brassieres and Girdles

Of Exquisite Form's 40 district and assistant district managers:

- 26 have had non-soft goods experience
- 7 began their careers with Exquisite Form
- 7 have had soft goods experience

40 managers

Exquisite Form's 40 managers have helped to hire, train, and now manage approximately 170 salesmen whose previous sales experience is as follows:

- 15 began careers at Exquisite Form
- 15 were in food—soap
- 15 in other soft goods
- 10 " hardware
- 10 " office machines
- 10 " packaged goods
- 5 " appliances
- 5 " greeting cards
- 5 " real estate
- 5 " shoes
- 5 " autos
- 5 " bldg. material
- 5 " cosmetics
- 5 " drugs
- 5 " housewares
- 5 " jewelry
- 5 " liquor
- 5 " music & records
- 5 " oil
- 5 " optical lenses
- 5 " pens & pencils
- 5 " personnel
- 5 " plastics
- 5 " printing
- 5 " tobacco

tive; men who don't really care whether people like them or not but who can affect enough "interest" in others to get their jobs done smoothly.

3. Aggressiveness: Men determined to succeed in the face of obstacles, never timid about speaking up and impossible to discourage.

4. Persistence: Men who never coast, who are never doing well enough, who don't slacken when matters are going smoothly or quit when they become rough.

5. Shrewdness: I am not interested in genius, but I am interested in intelligence, in ability to grasp ideas. Most of all I want men smart enough to size up people accurately, to judge correctly when to be casual and when to be tough, to know how and when to play on emotions or stick to facts. Men, in other words, who have a flair for getting people to do what they want them to do, without their realizing or resenting it.

6. Verbal skills: My man likes to talk, is never at a loss for words, and can shift from simplicity to sophistication, as the occasion requires. He never has to memorize his sales talks in advance.

7. Independence: My man has plenty of self-confidence, so much that he doesn't have to parade it by mouthing slogans and maxims about being "dynamic," and so much that he wants to run his own show and dislikes being actively supervised.

In this connection let me list two characteristics which some sales executives seem to prize but which experience has taught me do not make for my kind of salesman:

Good organization. I've found the best salesman is the impulsive, spur-of-the-moment thinker, best left unsupervised, who acts without much planning and is quite haphazard about the way he schedules his activities. We'll give him enough supervision to make up for these defects.

Detail consciousness. Most good salesmen, in my experience, are careless about details, have no patience with obligatory record-keeping duties, and are reluctant to acknowledge, even to themselves, the importance of details.

When it comes to supervisory personnel, from the assistant district manager level on up to the top, I value the same qualities, with these qualifications:

1. More controlled aggressiveness and selfishness: The executive must have sufficient urbanity and social polish to avoid any semblance of crudeness or offensiveness.

2. A higher level of intelligence: At the managerial level, men must be able to grasp abstract principles sufficiently well to understand why they were formulated, so that they will know when and how to apply them. The higher a man climbs in the sales hierarchy, the more he must be able to think in terms of *ideas* instead of *things*.

3. Leadership: Supervisory know-how, in our kind of sales force, must derive from innate qualities. The executive must be able to analyze his men's strengths and weaknesses, to utilize the former while shoring up the latter. He must be able to win loyalty, keep morale high, and lead men without being pontifical or dictatorial. And he demands no more from his men than he gives himself.

4. Self-control: Although it goes against his instincts, he is capable of keeping a checkrein on his impulsiveness, of organizing his work and that

VIP in fif



Every associate in our growing organization is a VIP (Very Important Person)... knows his importance to himself... appreciates his importance to us... enjoys an important income.

As a nation-wide corporation, sponsoring one of America's fastest growing mutual funds, it has become imperative for us to look for additional important men whose chief business interests are:

- A stake in the Mutual Fund business
- Higher commissions
- Excellent profit sharing plan
- Group life insurance
- An opportunity to head a sales organization
- Continuing income

If you are a "man on the grow", why not prosper from presenting FIF services to investors. These services include: monthly contractual INVESTMENT PLANS, PLANS with optional self-completion group life insurance, DIVIDEND REINVESTMENT PLANS, monthly withdrawal programs for retirement income.

*It could be worth your while to write or call
Sales Manager W. F. Morey,*



FIF ASSOCIATES, Inc.

Telephone AM 6-2671

950 Broadway

Denver 3, Colorado

R-8AM

of his subordinates in a logical manner.

5. Knowledge: Although he may not have graduated from high school, he has learned, and learned enough to learn that learning cannot stop. He has an informed awareness of the economic process, of current events and ideas. He has acquired and is currently acquiring more knowledge of sales, advertising, promotion, and business techniques generally. And he has acquired enough general background to be at ease whatever the topic of conversation.

6. Courage: He has the decisiveness and the conviction required to make on-the-spot decisions without temporizing, including the decision on when to refer a question to higher authority.

7. Finally, he has no illusions about the executive's job being easier than

that of his men. He is prepared to, and does, work harder and more conscientiously than any of his men.

As an expanding company, we are endlessly on the lookout for such men, and to find them we cross all industry lines. Of course, we realize it is almost impossible to find men who meet these sales and management requirements fully—they're practically nonexistent. We do try to select, and fight to keep, however, those who conform as closely as possible to our ideal image, those in whom our selection represents a minimum compromise with the basic characteristics we seek.

It is a contention we believe we have proved that, given a brand name, product and promotion story such as ours, and men with the psychological qualifications I have described, previous experience in the same industry is unnecessary. And I believe this is true not only of salesmen, but of key sales executives.

At the salesman's level, the man with the "established following," like the salesman who sells himself, is too often likely to sabotage the company's entire merchandising effort. Both tend to prey on "friendship" with the buyers instead of selling the company's message. Generally, neither does a thorough sales job: Product information, demonstration of promotion and sales tools, effective presentation of advertising, displays, etc.—the genuinely *service* aspects of the salesman's call—are too often subordinated to friendly chit-chat.

Sell through Retailer

I believe firmly it is not the salesman's job to make friends of his retailers. That friendship will develop, however, if he does his job, which is to help his retailers make greater profits. As I see it, the function of the salesman is not to sell to the retailer; it is to sell *through* the retailer to the consumer. And my experience is that men without previous conceptions as to how our product should be sold can be trained most easily and most quickly in our conceptions.

I have sold and directed the sale of many unrelated types of consumer products in the course of my career—from automatic razors to waxes. In no case did I need more than a few days of intensive training to learn all that was necessary about the specific product to sell it. In every case, learning the sales techniques took longer—and in every case the extra time was required not by the differences in products, but by the differences in company policies and procedures.

Similarly, I have found it no particular asset in a sales executive that his experience includes our type of distribution, or even an intimate acquaintance with our kinds of retailers—department stores, specialty stores, chain stores, etc. The peculiarities of each are soon learned by the man of ability.

For, essentially, the job of the sales executive in any field is the same: communicating and interpreting policy and supervising his men in their execution of it. In these areas, experience, whatever the field in which it was acquired, is of irreplaceable value. And if, in addition to this experience, the executive is a man with the intelligence, foresight and creativeness to help *formulate* policy, he has long since discovered that he is bound to no single industry, or even family of industries.

The End

Factory Vacation Coming Up— But What About the Customers?

When Consolidated Lithographing Corp., Carle Place, N. Y., decided to close its plant for a two-weeks vacation for all employees, it felt it should advise customers of the plan so that work could be scheduled without complications in the factory or inconvenience to buyers.

Equally important, the company recognized an opportunity to engender good will.

Consolidated settled on a letter, signed by Walter J. Ash, vice-president and sales manager, asking customers to "help" by "checking inventories and ordering now." Enclosed was a "Vacation Special Offer" card which offered the customer one of three personal vacation gifts: a

trout fly, golf ball or sun tan oil.

The letter said, in part:

"Quite frankly, this is not an out and out gift. We have a favor to ask. Our factory has announced very bluntly that they plan to take off on vacation, themselves, during the first two weeks in July. It occurs to us that if we get together and work out all your requirements in advance with you, your deliveries will be on time and nobody's plans will be spoiled."

Seven days after the letters were mailed, over 14% of the cards had been returned. Preparation of pre-vacation work schedules was facilitated, and the mailing was described by management sources as "an excellent investment in customer relations."

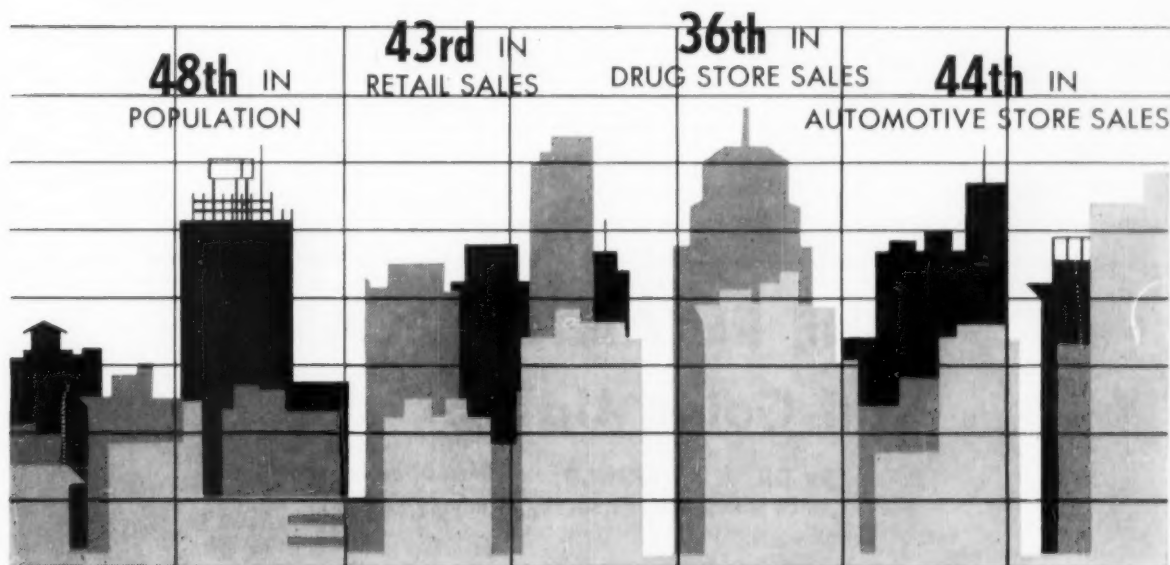
VACATION SPECIAL OFFER

THIS CARD GOOD FOR
1 TROUT FLY
1 GOLF BALL
1 BOTTLE SUN TAN OIL
(please check preference)

Name _____
Company _____
Address _____



Oklahoma City now ranks solidly in the TOP 50!



Oklahoma City . . . one of the nation's 5 FASTEST GROWING cities . . . is now solidly entrenched among the top 50 markets in the nation.

The Oklahoma City metropolitan area—an area which includes only Oklahoma county—has shown a steady growth during the state's brief 50-year history and is now a solid 48th in population, 43rd in total retail sales, 36th in drug store sales, and 44th in automotive sales

as compared with other metropolitan markets in the nation.

The Oklahoman and Times solidly covers this metropolitan market—and goes far beyond to cover the rich, statewide market, reaching over 265,000 reader families daily and Sunday!

Oklahoma is a major market—and it's still growing! To sell more to more Oklahoma families, advertise regularly in the Daily Oklahoman and Oklahoma City Times.



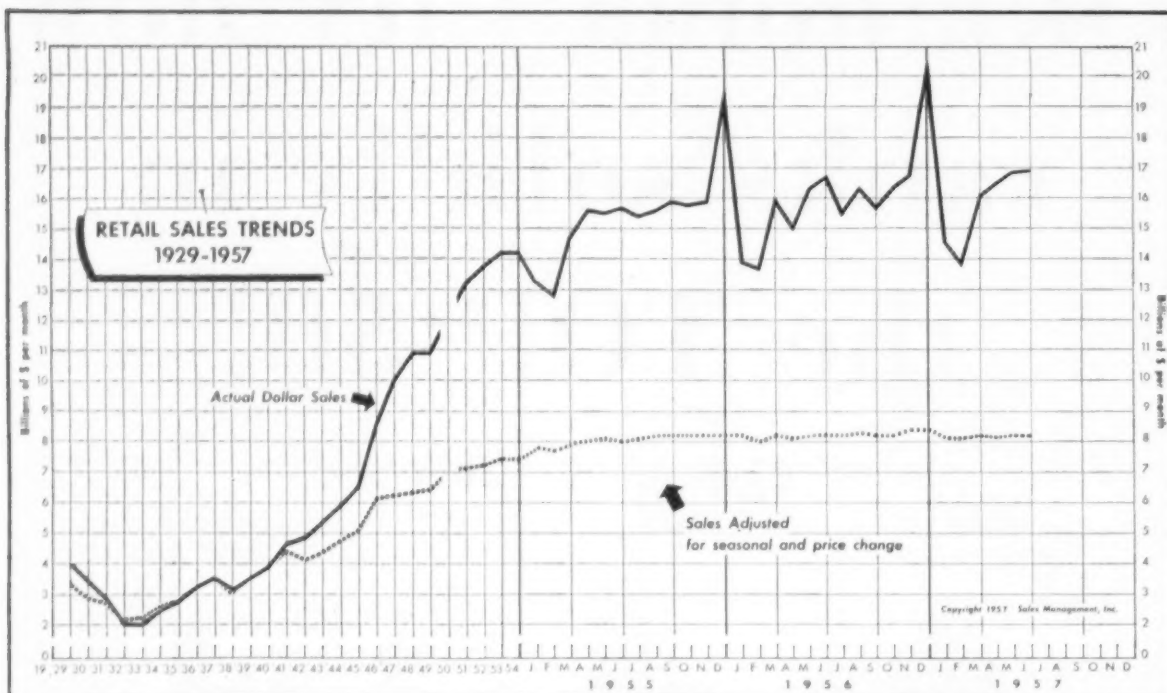
Oklahoma's Greatest Media
In Circulation, In Prestige
And In Buying Influence

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

Published by The Oklahoma
Publishing Company
Represented by The
Katz Agency

Source: May 15 Newspaper Rates and Data

HIGH SPOT CITIES



JUNE RETAIL FORECAST: Still Going Up

By DR. J. M. GOULD, Research Director
Sales Management's Survey of Buying Power

As predicted, retail sales in April registered a ten percent gain over 1956 as a result of the coincidence of a fairly good Easter shopping season and the best automotive sales month so far this year. However, sales in May and June appear to register only moderate gains with the con-

tinued absence of any real spring time automotive resurgence, as had been hoped for. Our estimate of the June increase over June of 1956 is only one percent because the increase in price will be offset by the loss of one selling day.

One possible clue to the disappoint-

ing automotive sales picture is a recent finding of the Federal Reserve Board that the extraordinary 1955 auto sales boom, fond memories of which had sustained high hopes for a 1957 repetition, was a result of very liberal credit terms plus other factors which are not likely to recur. Thus

Retail Sales Box Score

	4-Month Totals \$ Millions			%	April \$ Millions			%
	1957	1956	Change		1957	1956	Change	
Food	15,360	14,434	+ 6.4		3,822	3,532	+ 8.2	
Eating & Drinking Places	4,411	4,373	+ 0.9		1,123	1,134	- 1.0	
General Merchandise	5,813	5,712	+ 1.8		1,703	1,515	+ 12.4	
Apparel	3,436	3,224	+ 6.6		1,117	833	+ 34.1	
Furniture & Appliances	3,161	3,113	+ 1.5		817	787	+ 3.8	
Lumber, Building, Hardware	3,810	3,896	- 2.2		1,153	1,156	- 0.3	
Automotive	12,555	11,809	+ 6.3		3,347	3,058	+ 9.5	
Gasoline Service Stations	4,542	4,164	+ 9.1		1,192	1,090	+ 9.4	
Drug & Proprietary	1,935	1,835	+ 5.4		492	446	+ 10.3	
* Total Sales	61,308	58,445	+ 4.9		16,413	15,029	+ 9.2	

*Includes data for kinds of businesses not shown in above nine categories.

a survey of nearly 5,000 new car purchasers brought out the following points:

1. The 1955 cars had a fairly universal style appeal which stimulated many (possibly) premature sales. New car buyers in 1955 were impelled to trade in cars that were 39 months old, as against 34 months in 1954.

2. The relaxation of credit terms was highlighted by the fact that the proportion of finance plans running over thirty months rose from one-third in 1954 to two-thirds in late 1955. At the same time, the proportion of plans with down payments of less than twenty-five percent rose from less than one-third in 1954 to about one-half by the close of 1955.

Neither in 1957 nor 1958 does a return to the easy credit terms of 1955 appear probable, despite the fact that so far the 1955 credit experience has not been bad at all, with less than two percent of all instalment buyers falling behind in their payments.

Auto sales through the first quarter of 1957 are running about six percent ahead of 1956, but this must reflect mainly price increases, because first quarter new car registrations are just slightly ahead of last year. The second quarter may do better however, since new car inventories are well below 1956 levels. Another brighter spot in the retail picture is the recent improvement in appliance sales, which also lagged in the first quarter.

* * *

Technical note. The Department of Commerce is now revising its monthly retail sales statistics to accord with minor changes in definition incorporated into the 1954 Census of Retail Trade. When these changes have been completed, we shall also revise our retail sales box-score, and data for each High Spot City to suit. In the meantime, the indicators of percentage change will continue to serve to indicate direction of movement.

Among the states expected to report better-than-average performance for this June as compared with last June are:

Arizona	Nevada
Florida	New Mexico
Oregon	

The leading cities, those with a City-National Index well above average are:

San Diego, Cal.	119.7
San Jose, Cal.	116.4
Galveston, Texas	114.3
Appleton, Wis.	114.3
Orlando, Fla.	113.7

Mobile, Ala.	112.1
Lawrence, Mass.	111.9
Savannah, Ga.	111.3
Trenton, N. J.	111.2
Sacramento, Cal.	110.7
Phoenix, Ariz.	110.3
Miami, Fla.	109.9
St. Petersburg, Fla.	109.4
Middletown, Conn.	109.2
Florence-Sheffield-Tusculumbia, Ala.	108.7
Tampa, Fla.	108.6
Bartlesville, Okla.	108.3

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of 302 of the leading market centers of this country and Canada.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1957 vs. 1948." This figure ties back directly to the official 1948 Census and is valuable for gauging the long-term change in market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1948 month. In Canada the year of comparison is 1951, the most recent year of official sales Census results.

The second figure, "City Index, 1957 vs. 1956" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column "City-National Index, 1957 vs. 1956," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily

projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1956 which equals or exceeds the national change.

RETAIL SALES FORECAST (S.M. Forecast for June, 1957)

	City			
	City Index	City Index	Nat'l. Index	\$ (Million)
	1957	1957	1957	June
	vs. 1948	vs. 1956	vs. 1956	1957
United States				
	155.4	101.0	100.0	16,891.00
Alabama				
Birmingham	146.7	100.7	99.7	41.59
★ Florence-Sheffield-Tusculumbia	196.7	109.8	108.7	7.26
Gadsden	138.8	99.3	98.3	5.97
★ Mobile	190.7	113.1	112.1	21.91
Montgomery	172.1	98.6	97.6	14.85
Arizona				
★ Phoenix	208.4	107.8	106.7	113.98
Tucson	208.5	111.4	110.3	36.05
	210.5	99.3	98.3	18.78
Arkansas				
	132.7	96.4	95.4	119.63
Fort Smith	148.0	95.8	94.9	7.66
Little Rock	150.7	96.0	95.0	21.05
California				
★ Bakersfield	186.1	104.7	103.7	1,702.60
Berkeley	192.7	106.4	105.3	18.23
Fresno	153.5	100.1	99.1	13.15
★ Long Beach	167.6	100.8	99.8	25.98
Los Angeles	198.1	106.2	105.2	51.03
★ Oakland	166.8	100.0	99.0	327.90
Pasadena	140.4	106.8	105.7	63.95
	150.0	100.7	99.7	23.78

MIDDLETOWN

Connecticut's No. 1

Auto-Gas Market

The new Survey of Buying Power again shows Metropolitan Middletown families to be the state's top buyers of automotive and gasoline service station products. Their \$950 automotive and \$300 gasoline sales per family lead every other metropolitan market.

The Middletown Press alone sells your best prospects in Connecticut. No combination of outside newspapers comes anywhere near equaling its coverage of Metropolitan Middletown.

You ALWAYS Get MORE in MIDDLETOWN



THIS Is Eastern Connecticut

49,000 Families
\$6,160 Family Income
 (\$424 above Average)
\$4,061 Family Sales
 (\$170 above Average)

Eastern Connecticut is a *quality* mass market—\$301,903,000 income, \$199,803,000 retail sales.

You can't sell it with outside fringe circulation. The only sure way is the Norwich Bulletin, only newspaper with a broad *solid* impact on the market's pocketbooks, only newspaper offering effective *inside* approach.

Norwich Bulletin

and Norwich Sunday Record

NORWICH, CONN.

Bulletin Sunday Record
 24,038 Daily 20,403

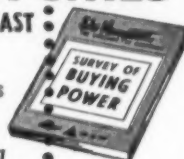
Represented by
 The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR JUNE, 1957



RETAIL SALES FORECAST

(S.M. Forecast for June, 1957)

City	City	City	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1948	1956	1956	1957

California (cont.)

★ Riverside	219.8	107.1	106.1	11.74
★ Sacramento	216.2	111.7	110.7	42.74
San Bernardino	172.7	93.2	92.3	14.27
★ San Diego	224.3	120.9	119.7	68.71
★ San Francisco	126.7	101.0	100.0	109.16
★ San Jose	253.1	117.5	116.4	31.23
Santa Ana	253.0	100.0	99.0	14.65
★ Santa Barbara	142.9	102.4	101.4	8.67
★ Stockton	154.6	103.9	102.9	16.98
Ventura	113.3	94.9	94.0	5.37

Colorado	167.8	101.7	100.7	175.22
Colorado Springs	271.3	95.6	94.7	13.05
★ Denver	166.4	101.9	100.9	70.72
★ Pueblo	182.5	103.6	102.6	10.04

Connecticut

	175.5	102.3	101.3	282.67
Bridgeport	133.9	100.0	99.0	23.14
★ Hartford	158.4	108.4	107.4	34.93
★ Meriden				
Wallingford	164.2	101.0	100.0	8.00
★ Middletown	164.3	110.2	109.2	4.58
New Haven	150.8	99.4	98.4	25.71
★ New London	176.4	106.8	105.7	6.93
Norwich	175.7	99.7	98.7	5.09
Stamford	193.3	95.5	94.6	13.05
Waterbury	151.7	94.5	93.6	13.85

Delaware	151.5	100.6	99.6	47.54
Wilmington	148.8	100.1	99.1	22.99

District of Columbia

	120.5	95.1	94.2	111.98
Washington	120.5	95.1	94.2	111.98

Florida	255.6	108.4	107.3	497.01
★ Fort Lauderdale	369.6	106.8	105.7	18.52
Jacksonville	188.1	97.6	96.6	38.93
★ Miami	235.5	110.0	109.9	76.08
★ Orlando	288.7	114.8	113.7	20.47
★ Pensacola	255.1	106.1	105.0	12.04
★ St. Petersburg	264.7	110.5	109.4	25.12
★ Tampa	266.4	109.7	108.6	35.53



MERIDEN-WALLINGFORD
 CONNECTICUT'S
 BULL'S-EYE MARKET

Get a Sure Shot
at \$132,168,000*
Eff. Buying Income!

Now the rich Meriden-Wallingford area offers you 8% higher Effective Buying Income . . . and *only* The Record & Journal give you a sure shot at this \$132,168,000.

*SM '57 Survey

The Meriden

RECORD & JOURNAL

MERIDEN, CONNECTICUT

National Representatives:
 Gilman, Nicoll & Ruthman

High-Spending

And Oh, So

ISOLATED!

That's New London — with average retail sales per family a full 76% above the State average. Similarly, Furniture sales are 119% higher, and Automotive Sales a big 132% higher. (SM '57 Survey)

Cover this isolated 66,-547 ABC City Zone at low cost, through THE DAY, New London's only local daily.

The Day

NEW LONDON, CONNECTICUT
 National Representatives:
 GILMAN, NICOLL & RUTHMAN



"They're 62% above average!"

\$36,068,000 FOOD SALES

With \$8,436 average income, Stamford families are big grocery buyers—prime targets for food advertisers. The Advocate's unmatched 97% coverage gives you a head on practically every pocket-book in Stamford. It's the only way to sell this wonderful food market.

Stamford Advocate STAMFORD, CONN.

Represented by
The Julius Mathews Special Agency, Inc.

Sell Where They're BUYING ... on a grand scale

The Norwalk A.B.C. market, for example—27,500 families with \$243,268,000 total income . . . \$8,846 average per family . . . spending \$150,-340,000 for retail goods—for an average of better than \$5,400 per family.

Sell the Norwalk market the only sure way—through the Hour . . . miles ahead of any incoming paper in coverage and readership.

The Norwalk Hour NORWALK, CONN.

96% Coverage of A.B.C.
City Zone (60,425)

57% Coverage of
The Trading Area

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR JUNE, 1957

RETAIL SALES FORECAST

(S.M. Forecast for June, 1957)

	City			
	City	City	Nat'l.	
	Index	Index	Index	\$
	1957	1957	1957	(Million)
	vs.	vs.	vs.	June
	1948	1956	1956	1957
Georgia	170.4	99.1	98.1	298.79
Albany	194.9	99.9	98.9	5.94
Atlanta	173.6	97.9	96.9	76.27
Augusta	174.6	92.9	92.0	12.05
Columbus	154.6	93.8	92.9	11.90
Macon	164.0	93.8	92.9	11.42
★ Savannah	183.1	112.4	111.3	16.62

Hawaii

★ Honolulu	147.5	105.3	104.3	29.88
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Idaho

★ Boise	161.7	103.4	102.4	8.83
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Illinois

Bloomington	125.6	97.8	96.8	5.97
Champaign-Urbana	140.0	100.3	99.3	8.88
Chicago	132.8	98.2	97.2	478.86
Danville	134.3	97.9	96.9	6.50
Decatur	158.0	97.0	96.0	12.01
★ East St. Louis	171.0	106.7	105.6	12.17
★ Moline-Rock Island-E. Moline	141.8	103.1	102.1	13.41
Peoria	137.2	97.2	96.2	18.79
Rockford	169.5	99.7	98.7	19.22
Springfield	145.4	100.9	99.9	15.02

Indiana

★ Evansville	150.2	104.4	103.4	17.46
Fort Wayne	143.5	97.3	96.3	20.58
Gary	161.3	99.3	98.3	18.92
Indianapolis	153.0	99.8	98.8	74.04
★ Lafayette	136.6	102.8	101.8	6.07
Muncie	150.7	95.8	94.9	8.31
South Bend	119.8	96.1	95.1	16.93
Terre Haute	124.4	98.3	97.3	9.84

Iowa

Cedar Rapids	146.8	97.5	96.5	12.20
Davenport	137.4	99.8	98.8	11.96
Des Moines	134.1	98.8	97.8	27.66
Dubuque	116.1	98.9	97.9	6.00
Sioux City	124.1	94.9	94.0	11.73
Waterloo	134.2	99.8	98.8	9.49

RETAIL SALES FORECAST

(S.M. Forecast for June, 1957)

	City			
	City	City	Nat'l.	
	Index	Index	Index	\$
	1957	1957	1957	(Million)
	vs.	vs.	vs.	June
	1948	1956	1956	1957
Kansas	140.2	99.3	98.3	197.23
Hutchison	120.3	95.6	94.7	5.26
Kansas City	144.6	95.5	94.6	13.00
Topeka	173.4	99.3	98.3	13.32
Wichita	199.5	100.4	99.4	33.58
Kentucky	145.9	97.4	96.4	202.67
★ Lexington	140.9	104.2	103.2	11.57
Louisville	151.9	95.2	94.3	51.27
Paducah	149.7	98.3	97.3	5.21
Louisiana	177.8	103.6	102.6	248.56
★ Baton Rouge	219.0	106.6	105.5	21.35
Lake Charles	233.5	100.3	99.3	8.69
★ Monroe				
West Monroe	174.5	103.3	102.3	8.91
★ New Orleans	164.5	103.9	102.9	69.57
Shreveport	160.8	97.7	96.7	20.47
Maine	141.6	98.2	97.2	87.71
★ Bangor	152.9	101.4	100.4	6.71

Made to Order for FOOD ADVERTISERS

Biddeford-Saco's retail grocers account for \$11,829,000—or 39%—of York County's food sales . . . the largest single concentration of food sales in the state's fourth largest county.

No doubt about it, Biddeford-Saco is a key market if you're hoping to tap Maine's food sale potential—profitably. You can sell Biddeford-Saco easily—in fact, only—through the Biddeford Journal, the market's daily newspaper . . . a must in 90% of the twin city homes.

THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

IN THE STATE-SIZE PORTLAND, MAINE MARKET

Family Sales Are Way Up—to \$4,127 Per Family

Sales Management's 1957 Survey of Buying Power shows the 9-county Portland market with family sales \$236 above the U. S. average. This big state-size market outranks all but ten of the states in family spending—all but one in family food sales—with \$1,061 per family . . . \$172 above average!

The Portland market gives you triple sales insurance, three reasons why it deserves a permanent place on your list of select markets—mass buying . . . quality spending . . . and newspapers famed for producing king-size results . . . fast and economically.



The single-buy Portland newspapers, top test media in a top test market, are a popular choice of advertisers for introducing new products and setting the sales pace for year-round high sales volume.

← NINE-COUNTY SALES AREA

\$665,723,000 RETAIL SALES
\$171,137,000 FOOD SALES

PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR JUNE, 1957



RETAIL SALES FORECAST
(S.M. Forecast for June, 1957)

		City		Nat'l.	
Index	Index	Index	Index		
1957	1957	1957	1957	(Million)	
vs.	vs.	vs.	vs.	June	
1948	1956	1956	1957		

Maine (cont.)

Lewiston-Auburn	129.1	95.6	94.7	7.14
Portland	137.8	96.9	95.9	12.58

Maryland

Baltimore	143.5	98.6	97.6	122.02
★ Cumberland	130.9	103.2	102.2	5.89
Hagerstown	175.5	100.9	99.9	7.00

Massachusetts

	150.4	98.6	97.6	523.69
Boston	135.0	95.6	94.7	199.98
Brockton	139.4	98.0	97.0	8.09

\$102,894,000

—A Big, Vital Slice of Your State Quota

Kennebec County's \$102,894,000 retail sales are the third largest in the state—average \$4,454 per family . . . \$563 above the national family average.

This big, vital slice of your Maine quota rates a thorough selling job. You'll get maximum results—economically—in Kennebec County by starting with the basic buy—the Augusta Kennebec Journal, the market's local daily. It saturates Augusta (state capital and county seat) and blankets the greater part of the county.



AUGUSTA

KENNEBEC JOURNAL
AUGUSTA, MAINE

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR JUNE, 1957



RETAIL SALES FORECAST (S.M. Forecast for June, 1957)

City			
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1948	1956	1956	1957

Massachusetts (cont.)

Fall River	117.8	94.5	93.6	10.03
Holyoke	144.8	100.2	99.2	7.02
★ Lawrence	143.3	113.0	111.9	10.96
★ Lowell	131.9	103.4	102.4	9.96
Lynn	132.8	99.4	98.4	10.91
New Bedford	126.2	95.3	94.4	11.05
Pittsfield	146.7	99.4	98.4	7.43
Springfield	143.7	97.6	96.6	23.39
★ Worcester	141.9	103.3	102.3	26.25

ADVERTISE ALONG MAINE'S BUSIEST SHOPPING ROUTES

Waterville is the "big city" to 95,583 people (ABC market). Their shopping needs swell Waterville's retail sales 90% above average volume... food 84%... general merchandise 88%... apparel 84%... automotive 102%!

In 1956, they spent \$41,710,000 here, another \$65,212,000 in other parts of this big, three-county market.

Waterville's shopping routes are jammed with sales opportunities—and covered thoroughly by the Waterville Sentinel... which reaches 66% of the homes in the entire market, including complete coverage of the city.

Waterville Sentinel

WATERVILLE, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

RETAIL SALES FORECAST (S.M. Forecast for June, 1957)

City			
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1948	1956	1956	1957

Michigan	160.5	98.7	97.7	785.27
Battle Creek	137.0	96.7	95.7	8.12
★ Bay City	160.2	102.9	101.9	8.20
Detroit	138.0	99.2	98.2	237.38
Flint	174.3	90.9	90.0	28.22
Grand Rapids	155.0	97.4	96.4	30.50
Jackson	147.9	96.4	95.4	9.69
★ Kalamazoo	177.3	102.2	101.2	14.43
Lansing	155.3	93.1	92.2	18.03
Muskegon	157.2	99.4	98.4	9.57
★ Pontiac	196.9	102.5	101.5	14.92
Port Huron	142.0	95.4	94.5	6.19
Royal Oak- Ferndale	228.2	96.6	95.6	15.54
Saginaw	160.4	97.9	96.9	13.89

Minnesota	136.2	100.0	99.0	326.18
Duluth	132.8	100.7	99.7	13.37
Minneapolis	134.3	100.7	99.7	79.87
St. Paul	124.4	96.9	95.9	41.39

Mississippi	147.8	96.4	95.4	124.01
Jackson	164.8	95.2	94.3	13.84
Meridian	158.9	97.9	96.9	5.31

Missouri	142.3	99.0	98.0	419.40
Joplin	135.8	100.7	99.7	5.92
Kansas City	124.0	99.6	98.6	76.70
St. Joseph	125.9	98.2	97.2	8.57
St. Louis	128.2	97.4	96.4	103.43
★ Springfield	149.1	101.8	100.8	10.66

Montana	143.0	100.4	99.4	71.61
Billings	155.1	95.3	94.4	7.46
Butte	143.6	97.0	96.0	5.74
★ Great Falls	160.8	106.5	105.4	7.88

Nebraska	126.3	96.0	95.0	138.30
Lincoln	134.7	96.6	95.6	13.28
Omaha	133.3	95.1	94.2	33.93

Nevada	227.3	106.0	105.0	37.96
★ Reno	191.8	105.5	104.5	11.47

New Hampshire	151.5	101.8	100.8	58.36
★ Manchester	147.5	102.3	101.3	-10.38
Nashua	156.5	99.3	98.3	4.73

New Jersey	164.0	102.0	101.0	600.34
Atlantic City	120.2	94.6	93.7	11.74
Camden	134.0	95.0	94.1	15.49
Elizabeth	133.7	98.8	97.8	13.35
Jersey City- Hoboken	118.0	94.2	93.3	27.12

RETAIL SALES FORECAST (S.M. Forecast for June, 1957)

City			
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1948	1956	1956	1957

New Jersey (cont.)

★ Newark	127.5	101.2	100.2	61.04
★ Passaic-Clifton	166.6	105.6	104.6	18.40
★ Paterson	137.6	105.6	104.6	20.80
★ Trenton	191.2	112.3	111.2	26.31

New Mexico

	221.5	109.5	108.4	87.79
★ Albuquerque ..	288.4	109.0	107.9	27.14

New York	144.2	100.7	99.7	1,732.61
Albany	134.3	99.3	98.3	20.23
Binghamton	123.1	95.1	94.2	11.52
★ Buffalo	142.0	103.2	102.2	77.37
Elmira	127.6	94.3	93.4	7.67
★ Hempstead Township	272.9	101.3	100.3	90.50
Jamestown	125.1	99.6	98.6	6.07
New York	127.9	99.8	98.8	848.48
★ Niagara Falls ..	160.3	106.3	105.2	12.90
Poughkeepsie ..	154.0	99.6	98.6	8.41
★ Rochester	150.9	101.1	100.1	52.09

30,000 People with \$43,768,000 Income ... and a Good Newspaper

Good from the readers' view point... loaded with their kind of news—about people, places, events they're interested in. Good, too, from the advertisers' viewpoint—only newspaper that gives thorough, penetrating coverage of the Little Falls market... and influences its \$31,780,000 retail spending, including \$8,760,000 for food.

It's the Little Falls Times of course—covering the city completely, and reaching 75% of the homes in the entire market.

Little Falls Times

LITTLE FALLS, N. Y.

Represented by
The Julius Mathews Special Agency, Inc.

ROME, N.Y. POPULATION NOW 47,760

According to
U. S. Census
Bureau Special
Count just com-
pleted!

A GAIN OF
14.6%
SINCE 1950

Booming Rome is where the money is—your prime ad target—in this up-state area. The Sentinel alone covers Booming Rome and its \$192,500,000 income market.

ROME DAILY SENTINEL

A.B.C., 17,303

ROME, N. Y.

Call, wire or write
W. S. De Himer, Adv. Dir.,
for complete merchandising and
marketing services to supplement
your campaign

A Great Newspaper in a Great Market

A fact which you can learn, with profitable pleasure, by giving the Salisbury Post a trial. It's the only newspaper in the market. All outside state metropolitan papers combined give you but a fraction over 3000 circulation in the whole of Rowan County. The Post gives you over 17,000 responsive, able potential customers. Try the Post. You'll be glad you did.



Published in the Tri-Cities
Salisbury—Spencer—East Spencer
Post Office:
SALISBURY, NORTH CAROLINA

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.

FOR JUNE, 1957



RETAIL SALES FORECAST (S.M. Forecast for June, 1957)

City	City	City	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1948	1956	1956	1957

New York (cont.)

★ Rome	176.1	104.5	103.5	5.27
Schenectady	134.5	96.8	95.8	14.31
★ Syracuse	139.9	101.6	100.6	32.82
Troy	116.3	95.8	94.9	9.07
Utica	129.8	100.9	99.9	12.91

North Carolina

	186.6	99.8	98.8	348.42
Asheville	159.4	99.8	98.8	10.57
Charlotte	185.9	95.8	94.9	26.23
Durham	145.8	99.7	98.7	10.40
★ Greensboro	198.2	104.6	103.6	20.62
High Point	195.4	98.5	97.5	6.20
★ Raleigh	196.4	103.8	102.8	13.47
Salisbury	186.8	95.5	94.6	4.71
Wilmington	177.9	96.2	95.2	6.87
Winston-Salem	204.2	96.6	95.6	14.83

North Dakota

	125.0	103.7	102.7	63.43
★ Fargo	140.0	103.2	102.2	7.85

Ohio

	168.5	100.6	99.6	1,019.83
★ Akron	170.7	106.2	105.1	44.83
Canton	148.0	95.3	94.4	18.50
Cincinnati	148.9	96.4	95.4	75.97
★ Cleveland	150.4	101.9	100.9	144.20
★ Columbus	175.2	101.6	100.6	66.63
Dayton	174.2	99.5	98.5	49.15
Elyria	163.1	95.5	94.6	5.64
Hamilton	186.2	98.2	97.2	10.54
★ Lima	161.5	101.1	100.1	9.35
★ Lorain	173.4	101.6	100.6	8.17
Mansfield	180.5	96.5	95.5	9.73
Middletown	155.3	92.4	91.5	5.70
Portsmouth	150.0	95.6	94.7	6.19
Springfield	159.9	97.8	96.8	12.42
Steubenville	177.3	95.7	94.8	7.92
Toledo	141.1	96.8	95.8	44.95
★ Warren	185.4	102.4	101.4	10.27
★ Youngstown	167.2	103.4	102.4	29.42
Zanesville	152.1	97.7	96.7	6.45

Oklahoma

	151.6	101.4	100.4	206.31
★ Bartlesville	191.6	109.4	108.3	3.62
★ Muskogee	154.3	108.8	107.7	4.72
Oklahoma City	171.2	97.2	96.2	40.94
★ Tulsa	180.2	103.4	102.4	34.00

ALTOONA'S \$36,000,000 FOOD SALES

Prove that for its size there's no better food market anywhere in Pennsylvania.

Altoona Shops with the Mirror!

If you would like to sell more of your product in this able-to-buy market, bear in mind that 95.3% of Altoona city zone families shop from the Altoona Mirror. That's real king-size coverage. And, the Mirror reaches 3 out of 4 families in Blair County.

Whether you are seeking a better test market or want to expand your present sales, examine carefully the advantages of using the Altoona Mirror.

Altoona Mirror

Altoona, Pennsylvania's
Only Evening Newspaper
Richard E. Beeler, Adv. Mgr.

A Big, Tasty \$59,071,000 Slice of Ohio's Food Sales

Families in the growing "Ruhr of America" leave a huge wad of their \$6,642 income at grocery check-out counters—\$1,049!

That's \$170 more than the average U. S. family spends for groceries. And it adds up to \$59,071,000—a mighty appetizing slice of Ohio's food sales.

To sell this high-earning, free-spending metropolitan market—rated by Sales Management among the fifty fastest-growing in the nation—advertisers' first choice is the Chronicle-Telegram.

Chronicle-Telegram "The Family Newspaper"

ELYRIA, OHIO

Circulation 22,094 ABC 9/30/56
DOUBLE the Number of City Families
Represented by
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT

Don't miss the 3rd!



...above all don't miss
Penn's 3rd
largest market!

Bethlehem-Allentown is Pennsylvania's No. 3 market, any way you measure it. And there's only one way to sell these Bethlehem families — tell them your story in the **GLOBE-TIMES**. (All other papers combined don't reach even 1/2 of them!) Are you missing this prime market?

**The Bethlehem
Globe-Times**

Rolland L. Adams, Publisher
Gallagher-DeLisser, Inc., National Representatives

Plus +

**Profitable
Coverage!**

True, THE CALL does reach 98% of Woonsocket homes. But its buying influence reaches far beyond the ABC City Zone . . . gives you profitable coverage of all the surrounding industrial area that make up this 100,000 plus market. Sell your share now through Woonsocket's one-and-only local daily, the

**WOONSOCKET
CALL**

Representatives:
Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S
PLUS + MARKET**

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of
Buying Power for
full population, sales
and income data
on these cities.



FOR JUNE, 1957

RETAIL SALES FORECAST

(S.M. Forecast for June, 1957)

	City Index	City Index	City Nat'l. Index	\$ (Million)
	1957	1957	1957	June
	vs.	vs.	vs.	1957
Oregon	148.7	107.0	105.9	197.16
Eugene	132.5	92.3	91.4	8.76
★ Portland	146.0	108.4	107.3	69.66
★ Salem	141.1	105.9	104.9	8.79

Pennsylvania

	142.1	100.2	99.2	1052.65
Allentown	142.9	100.5	99.5	16.87
Altoona	120.6	100.3	99.3	7.74
Bethlehem	133.2	97.8	96.8	6.88
Chester	154.8	100.3	99.3	10.14
Erie	134.9	97.4	96.4	17.78
Harrisburg	149.3	99.4	98.4	17.27
Hazleton	120.9	99.8	98.8	4.17
★ Johnstown	134.6	101.8	100.8	10.02
Lancaster	157.9	99.5	98.5	11.84
★ Norristown	185.9	103.7	102.7	6.80
Oil City	106.9	100.0	99.0	2.31
Philadelphia	133.1	97.2	96.2	229.68
★ Pittsburgh	137.3	107.7	106.6	98.86
Reading	125.3	93.4	92.5	14.40
Scranton	117.3	99.3	98.3	13.22
Sharon	125.6	95.3	94.4	4.58
Wilkes-Barre	109.6	98.1	97.1	9.66
Williamsport	131.8	99.2	98.2	6.50
York	163.8	94.2	93.3	10.96

Rhode Island

	135.4	97.5	96.5	78.57
Newport	139.7	97.0	96.0	3.49
Providence	119.2	97.5	96.5	31.73
Woonsocket	110.8	93.7	92.8	4.79

South Carolina

	157.2	99.3	98.3	150.00
Charleston	162.0	99.8	98.8	11.93
★ Columbia	168.3	101.2	100.2	15.50
Greenville	158.4	96.7	95.7	12.24
Spartanburg	118.8	95.6	94.7	6.75

South Dakota

	109.7	97.4	96.4	56.80
Aberdeen	97.5	98.1	97.1	3.17
Rapid City	177.9	98.5	97.5	5.98
Sioux Falls	118.3	95.2	94.3	7.61

Tennessee

	152.0	100.3	99.3	263.72
Chattanooga	154.9	97.6	96.6	21.58
Knoxville	137.2	93.5	92.6	20.03
★ Memphis	152.3	102.4	101.4	58.77
Nashville	165.7	100.6	99.6	32.82

RETAIL SALES FORECAST (S.M. Forecast for June, 1957)

	City Index	City Index	City Nat'l. Index	\$ (Million)
	1957	1957	1957	June
	vs.	vs.	vs.	1957
Texas	165.2	102.5	101.5	894.57
Abilene	145.3	95.3	94.4	7.42
★ Amarillo	174.0	103.0	102.0	15.93
★ Austin	167.4	104.7	103.7	18.75
★ Beaumont	153.2	104.5	103.5	14.60
★ Corpus Christi	194.0	102.7	101.7	19.96
Dallas	181.9	100.2	99.2	94.48
★ El Paso	202.9	105.2	104.2	24.01
★ Fort Worth	166.1	102.0	101.0	50.68
★ Galveston	133.9	115.4	114.3	9.20
★ Houston	192.0	104.2	103.2	110.45
★ Laredo	137.8	101.3	100.3	4.40
★ Lubbock	180.0	103.7	102.7	15.66
★ Port Arthur	168.9	105.3	104.3	8.75
San Angelo	150.5	96.6	95.6	7.23
San Antonio	161.2	99.2	98.2	50.80
Texarkana	125.0	95.0	94.1	5.31
Tyler	154.9	98.9	97.9	7.14
Waco	148.4	97.8	96.8	12.10
Wichita Falls	153.5	93.9	93.0	9.41

Utah

	162.6	103.7	102.7	78.32
★ Ogden	160.4	107.9	106.8	9.24
★ Salt Lake City	179.0	101.9	100.9	32.58

Vermont

	137.7	102.4	101.4	38.21
★ Burlington	142.0	103.1	102.1	5.57
Rutland	127.0	99.8	98.8	3.07

Virginia

	162.5	99.6	98.6	299.19
★ Danville	136.7	102.5	101.5	5.95
★ Lynchburg	128.6	94.5	93.6	6.45
Newport News	133.8	95.2	94.3	8.05
Norfolk	162.5	98.7	97.7	31.27
Portsmouth	162.7	97.6	96.6	8.98
★ Richmond	137.8	101.3	100.3	36.30
Roanoke	135.9	98.2	97.2	12.78

NEWPORT

RHODE ISLAND'S RICHEST MARKET

The Newport market is beyond the reach of outside newspapers. 61% of the county's population, 66% of its \$128,589,000 income and 66% of its \$62,080,000 retail sales are concentrated in the city of Newport . . . covered 100% by the Daily News plus 63% of the entire county's homes. Selling Newport is an inside job.

The Newport Daily News

Newport County's Only Daily

**Largest Circulation
in Southern Rhode Island**

Represented by
The Julius Mathews Special Agency, Inc.

VICE PRESIDENT OF MARKETING

Nationally known Midwest manufacturer of small packaged consumer goods is seeking a Vice President of Marketing. Will direct complete marketing program including sales, advertising, sales promotion, market research, and agency relationship. A candidate must have substantial experience in a top marketing position directing these functions, in some nationally distributed consumer product used in the home. Must be thoroughly schooled in distribution through retail outlets, including chains. Age 45-55. Attractive salary and other benefits. Your reply will be held in strict confidence. Box 3349.

Turn "No" into "Yes" with

THE 5 GREAT RULES OF SELLING

Five sure-fire steps to getting more sales and bigger sales, by Percy H. Whiting, Director, Dale Carnegie Sales Course. Over 55,000 copies sold! New revised edition. \$4.95.

A McGRAW-HILL BOOK

Attention! MAGAZINE PUBLISHERS

We offer you full facilities plus centralized location for printing, binding and mailing your periodical publication, either sheet-fed multi-color letterpress, off-set or web-fed offset. Ample paper supplies available.

For detailed information, write
M. F. A. Publishing Department
204 South 7th, Columbia, Missouri

TRAVELING SALES MANAGER WANTED
by organization expanding on national basis. Graduate Chemist, proven sales record in analytical-instrument field and capable of earning in excess of \$15,000. per year.

Write or telephone

National Spectrographic Laboratories, Inc.
6100 Euclid Avenue, Cleveland, Ohio—Urb 1-4664
or 1048 N. E. 123 St., North Miami, Florida.
PLaza 8-1066

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR JUNE, 1957



RETAIL SALES FORECAST

(S.M. Forecast for June, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1951	1956	1956	1957

Washington

Bellingham	91.9	97.8	96.8	3.37
Everett	129.4	94.8	93.9	6.07
Seattle	153.9	97.7	96.7	78.39
★ Spokane	158.6	101.2	100.2	26.06
Tacoma	146.9	9.7	94.8	20.84
Yakima	127.6	98.1	97.1	8.52

West Virginia

Charleston	138.8	99.3	98.3	16.05
Huntington	156.0	100.7	99.7	12.56
★ Wheeling	141.1	102.0	101.0	10.01

Wisconsin

★ Appleton	185.5	115.4	114.3	7.42
★ Beloit-Janesville	153.5	103.8	102.8	9.39
★ Green Bay	163.6	102.8	101.8	10.06
Kenosha	132.4	91.8	90.9	6.67
La Crosse	141.4	96.6	95.6	7.10
Madison	159.3	97.2	96.2	15.83
Milwaukee	144.3	100.6	99.6	94.09
Oshkosh	126.4	95.8	94.9	5.94
Racine	128.8	98.9	97.9	9.41
★ Sheboygan	141.1	104.7	103.7	6.08
★ Superior	134.8	108.1	107.0	3.93

Wyoming

★ Casper	187.0	105.9	104.9	6.06
Cheyenne	152.6	98.2	97.2	5.37

RETAIL SALES FORECAST

(S.M. Forecast for June, 1957)

City	City	Nat'l.	
Index	Index	Index	\$
1957	1957	1957	(Million)
vs.	vs.	vs.	June
1951	1956	1956	1957

Canada

142.2	103.0	100.0	1337.40
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Alberta

Calgary	170.1	127.6	123.9	27.54
Edmonton	132.6	101.0	98.1	25.23

British Columbia

Vancouver	155.6	103.2	100.2	64.72
Victoria	150.3	107.0	103.9	12.37

Manitoba

Winnipeg	114.9	100.8	97.9	31.94
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New Brunswick

Saint John	128.8	99.1	96.2	6.44
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Nova Scotia

Halifax	135.4	99.8	96.9	12.16
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Ontario

Hamilton	128.1	100.2	97.3	26.33
London	127.7	98.2	95.3	14.45
Ottawa	123.2	102.3	99.3	23.01
Toronto	145.8	103.6	100.6	131.34
Windsor	116.7	93.3	90.6	13.71

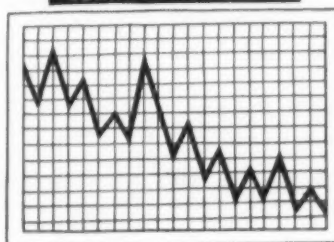
Quebec

Montreal	142.7	101.7	98.7	130.32
Quebec	126.9	97.5	94.7	18.55

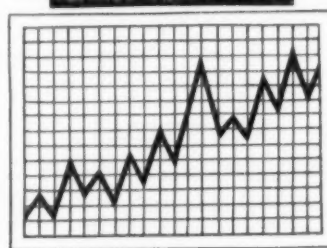
Saskatchewan

Regina	150.3	114.5	111.2	14.04
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EARLY YEARS EARNINGS



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DIRECTOR OF SALES

John W. Hartman

SALES PROMOTION MANAGER

Philip L. Patterson

Asst. to Sales Director

Caroline Cioffi

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Patricia Simon

DIVISION SALES MANAGERS

New York—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, 386 Fourth Ave., New York 16, N. Y. LExington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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THE SCRATCH PAD

By T. Harry Thompson



The trouble with creeping inflation is that it doesn't stay in crawling position, but stands up and stalks.

A good place to watch this insidious force at work is the super market. Staples like cleansing-tissues go along for months at 25c a box, then go to 27c. Peanut-butter, likewise, from 41c to 43c. You could cite other examples.

One of *The New Yorker's* editorial precepts is No Sour Notes. This would have ruled out a cynical observation by Mark Twain: "All you need in this life is ignorance and confidence, and then success is sure."

Name for a trademark character for some pen-manufacturer: "His Nibs."

Some old-timer must have quipped about the Touchdown Song: "After the Ball Is Over."

A filler in *Grit* says Bermuda has no income tax and no inheritance tax. Sounds as beautiful as Hamilton Harbour.

I like that end-card in a Pennsy coach: "No Smoking—not even Winston."

Gov. Foss of South Dakota believes most accidents are caused by motorists who drive with their *minds* in neutral.

Repeated by request: In addition to Get Well cards, there ought to be a market for Get Lost cards.

Herb Dickson clips and sends this front-office comment: "There's only one thing wrong with this business. We've got too many unemployed on the payroll."

"From the messy desk of Dick Burkhardt," (Detroit), comes this note: "Here's one answer, Harry, to the appalling shortage of salesmen: The Buy-It-Yourself Kit." Enclosure: Just that . . . a Buy-It-Your-

self Kit from a Mercury dealer. At least, it gets you on your way to the purchase of a new car and optional equipment . . . by mail!

Ann Landers says one way to lose your shirt is to put too much on the cuff.

I can think of no place-name more redundant than "Chevy Chase."

A simile attributed to Arlene Francis deserves wider distribution: "As relaxed as spaghetti."

Wanted: Seedless prunes that can be eaten right out of the carton like candy, without the peril of pits.

Sign in the window of a Chestnut

Hill, Pa., store: "Some people claim they keep the best. We *sell* it!"

One of our advertisers, the *Orlando Sentinel*, speaks of the gallant male. Not a man on the bus rose to give the bundle-laden woman a seat. One middle-aged man, though, was thoughtful. Tugging at her skirt, he whispered: "Be on your toes at Pine Boulevard, Lady. That's where I get off."

If Perry Como were any more relaxed, he'd have to write it "Perry Coma."

Editors get more mileage out of this Lincoln quote than most others: "I do the very best I know how, the very best I can; and I mean to keep doing so until the end. If the end brings me out all right, what is said against me won't amount to anything. If the end brings me out wrong, ten angels swearing I was right would make no difference."

In spite of my allergy to cartoon commercials, I have to grin when the old woman in the College Inn Chicken-Broth quickie tells her lawyer in a cracked voice: "Cut 'em off with nothing but money!"

The Tax Bite

This past winter, some fifty millions of us watched a personable young English instructor run his TV winnings up to a final \$129,000.

We suffered with Charles Van Doren as he alternately bit his lip, closed his eyes, and breathed hard. We wondered if he might not collapse under the pressure.

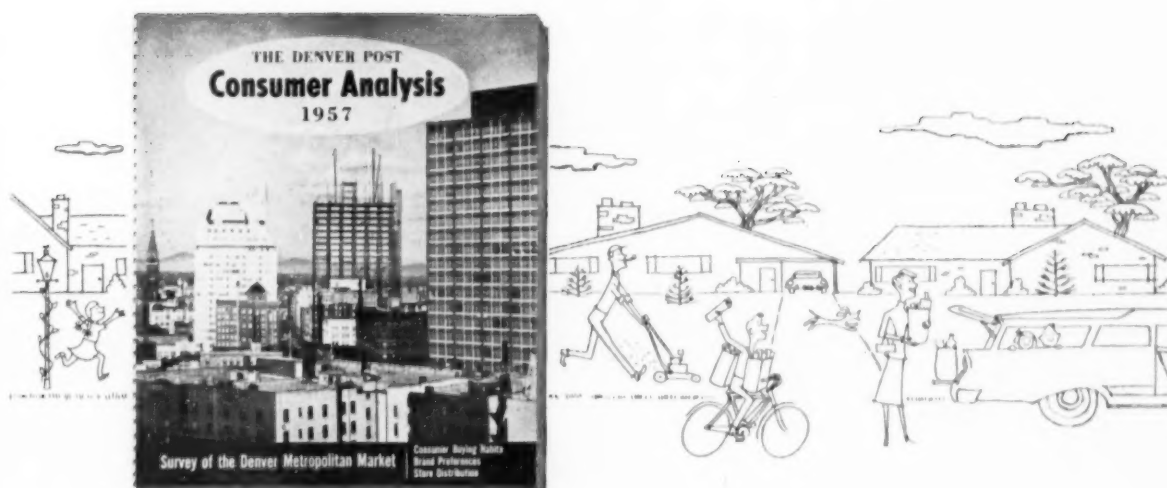
Time magazine did a cover-story on him. Later, it added his salary at Columbia (\$4,500) to the \$129,000 jackpot and then figured The Tax Bite would leave him with a mere \$28,795. His subsequent marriage should up that another \$20,000.

The Tax Bite is not a pickpocket in the legal sense, but it serves as a reasonable facsimile. Nor does it center on winners of TV windfalls, of course. For "Charles Van Doren," read the name of any top-echelon executive. Obviously, a profit is not without honor, save in government circles.

Charles Dudley Warner said that everybody talks about the weather but nobody does anything about it. The same may be said for The Tax Bite. It has the same immunity as kinky citizens who invoke the Fifth Amendment.

Are we men or mollusks? As a small-time scribbler, I'm not sure what can be done about it. But I do think it's time we raised some sand about it, on the theory that the hinge that squeaks the loudest gets the oil.

Anyone for squeaking?



NOW! *available for the first time*

A CONSUMER ANALYSIS

OF THE DENVER MARKET*

Here is a revealing, accurate and up-to-date analysis of the buying habits and brand preferences of consumers, the store distribution of many packaged products, and the consumers' future buying plans for such big ticket items as automobiles.

Categories surveyed in the Consumer Analysis include: food, cosmetics and toiletries, soap products, cigarettes, beverages, appliances, cars and automotive products.

This valuable guide to marketing in the nation's fourth fastest-growing major market is yours for the asking.

Just write, on your business stationery, to:

NATIONAL ADVERTISING MANAGER, THE DENVER POST,
DENVER 1, COLORADO, or ask the nearest office of
Moloney, Regan & Schmitt, Inc. for your copy.

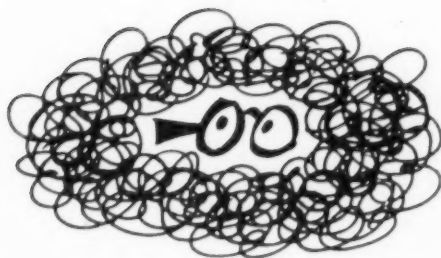
*One of 23 major markets surveyed in 1957 by member newspapers of the Consolidated Consumer Analysis Group.



CIRCULATION

Evening, except Saturday . . . 261,401
Sunday . . . 352,861
Empire Magazine & Comics . . 376,285

A.B.C. Publisher's Statement
September 30, 1956



Why did zoom fail to zing in Chicago?

Thaddeus Q. McAllister dreamed of growing a red beard, retiring to an Andorran mountain top and writing 465-page novels about African safaris.

But being a family man with family responsibilities, he kept his head on the copy block (and his fingers on the pay check) at Peter, Peter, Plompkin & Eater, Specialists in Plain & Fancy Advertising.

But Thad was so good at captions, copy, cross-pollinating and such, that soon he was appointed "Account Executive" (which means he wrote memos instead of memorabilia). And one day he wrote a two-page, single-spaced dandy about a new advertising strategy for the Goil Gasoline & Oil account.

Now Thad, being an ex-officio copy writer, admittedly knew more about adjectives than additives. But he had a hunch that most motorists cared more about free H₂O, cleanliness and convenience, than C₈H₁₈ and combustion agents. But he was hard pressed for proof.

And that was when old Guess-Who, otherwise known as Joe, of the Chicago Tribune, came to the rescue with these inflammatory facts:



Motorists know that gasoline makes cars go, but only 20% of them have the foggiest notion of what the

combustion process is—so technical terms like "clean-burning" and "no lead-fouling" leave them cold. 72% think there is little or no difference among gasolines and that one brand is about as good as another. 87% say that high octane is a good thing,

but they have no idea what octane is or does. More than 80% care little or nothing about winterized fuels. And when asked what *they* do, 32% admitted they didn't know; 57% said that they prevented freezing.

"Power" and "zoom" themes for gasoline advertising shouldn't be used indiscriminately. While this approach may appeal to the hot rod and sports car set, it also arouses some fears about gasoline's explosive nature.



What 4 factors do influence a motorist's gasoline purchases? In the first place, he looks for a trusted, reliable company reputation. Next he looks for clean, convenient stations, friendly, efficient dealers and is influenced by warm, sharp brand symbols.

These facts reinforced Thad's personal hunches and served as invaluable source material for his two-page, single-spaced memo on new advertising strategy for Goil Gasoline.

Agency big-wigs and the baldpates from Goil Gasoline & Oil were so impressed with Thad's memo that soon he was appointed "Vice President." (And his chances of getting to grow a red beard, retiring to an Andorran mountain top and writing 465-page novels about African safaris grow slimmer and slimmer and slimmer.)

Now maybe you sell overshoes or overcoats instead of octane, but if you want to sell more of them in Chicago, call on Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the joe to give the facts to you.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

